

Montréal, Cultural Metropolis

COMBINING CREATIVITY AND THE CITIZEN CULTURAL EXPERIENCE IN THE AGE OF DIGITAL TECHNOLOGY AND DIVERSITY

The 2017-2022 Cultural Development Policy

Montréal 

Cover :

Avudo – Photo : Jimmy Hamelin

In this document, Ville de Montréal, the official name of the governmental entity, is synonymous with the Montréal municipal administration.

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Montréal International Jazz Festival at Place des Festivals –
Photo credit: Jean-François Leblanc, Brian Setzer

Words from elected officials



It is with great pride that we present the 2017-2022 Montréal Cultural Policy, *Combining creativity and the citizen cultural experience in the age of digital technology and diversity*.

In continuity with the previous policy, written in 2005 and still relevant today, this Policy consolidates and updates the unique character that truly distinguishes Montréal and confirms that the city's status as a cultural metropolis is well-deserved.

Development of this Policy has led to the exceptional mobilization of the cultural community and exemplary collaboration, for which I salute and sincerely thank all participants: community stakeholders, partners, artists, artisans, entrepreneurs and citizens.

The Policy we bring you today is in the image of the people who worked on it: creative, daring, innovative, open and human.

This document is a reflection of a city on the move, evolving, adapting and growing to the rhythm of its diversity and the digital age. A city that propels itself into the future by keeping its creators at the centre of all its decisions and its citizens at the heart of its actions.

Together, we have risen to the challenge of imagining a cross-cutting and integrating Policy that, more than ever, will inspire municipal departments to work in synergy. We believe this vision will provide great coherence among the actions intended to advance our collective cultural efforts.

In this city that has made living together a priority, we now bring you a vision policy.

This Policy is yours! I invite you to embrace it, use it, set your talents free, adopt it as your own and bring it to life in your neighbourhood.

Manon Gauthier
Member of the Montréal Executive Committee,
responsible for Culture, Heritage, Design,
Space for Life and the Status of Women



In this year of the 375th anniversary of Montréal, our culture is being celebrated citywide. People from all over are coming to meet those who shape Montréal, this fabulous, cultural metropolis. They all confirm our international reputation. They recognize our creativity, our ability to bring people together, and appreciate our tremendous event-staging expertise and our festive spirit.

This creative genius is one of our greatest economic strengths and a vector of social cohesion. It has a unique power of attraction.

The new Cultural Policy will allow consolidation of Montréal's cultural and economic leadership with partners, all levels of government, and local and foreign businesses, seeking the talent of our artists and artisans.

I would like to congratulate the cultural and university communities who contributed to the development of this Policy, which will be accompanied by an Action Plan to ensure its implementation.

This Policy enhances our cultural identity, in accordance with our ambition to make Montréal one of the leaders among smart and digital cities, to the benefit of what is most important from my perspective: Montrealers.

Montréal has become a hub, the crossroads of all innovations. This Policy is also a response to our commitment to ensuring that creators have all the tools necessary for their success.

Montréal initiated the goal of living together harmoniously, and builds on cultural diversity to enrich its development. The Policy calls on all citizens to participate actively in culture in Montréal.

This Policy is inclusive and equitable. It calls on everyone, both performers and the audience, and, first of all, on the Indigenous peoples who are revitalizing our collective memory and invigorating contemporary creativity.

The work accomplished together confirms the strength and mobilization of the entire Montréal community with regard to culture. This collective engagement will give impetus to the work and influence of the creators of today and tomorrow.

Montréal, the cultural metropolis, will never stop dazzling us!

A stylized, handwritten signature in black ink, likely belonging to Denis Coderre.

Denis Coderre
Mayor of Montréal



Gypsy Kumbia Orchestra showcased at Mundial Montréal –
Photo credit: Bruno Destombes

1

Introduction

Montréal is proud to present its 2017-2022 Cultural Development Policy, *Combining creativity and the citizen cultural experience in the age of digital technology and diversity*, in this highly symbolic year, marking the 375th anniversary of its founding.

There is no question that culture is one of the foundations of the identity, dynamism and distinctiveness of Montréal, which has a proven international reputation as a great cultural metropolis. Culture is a major driver of a sustainable vision of Montréal's development, which relies on living together in harmony, to promote the inclusion of its entire population. Through its capacity to renew itself, culture offers a broad world view.

This vibrant and blended culture is based on the creativity, research and daily work of Montréal artists, artisans and creators. The excellence of their work and their artistic production extends throughout the planet and makes Montréal a true cultural metropolis.

Culture is more than support for artists and cultural organizations. It also encompasses the cultural industries: music, publishing, audiovisual, visual arts, fine crafts, digital creativity and entertainment, which combine creation with the most recent technological advances. It is at the core of creative industries such as design, architecture and gastronomy. It also includes tangible and intangible heritage, as well as scientific culture.

It is well recognized that culture makes a major contribution as a form of sustainable economic development, forcing us to change perspective. From now on, we must ensure culture is integrated with the other metropolitan development priorities. This is the vision proposed by the 2017-2022 Cultural Development Policy.

Many things have happened in the ten years since the adoption of the first Montréal, *Cultural Metropolis, 2007-2017 Action Plan*:

- We have brought together all stakeholders and created alliances among the political, cultural, knowledge and business communities around inspiring and determinative projects;
- We have stimulated the design of a common vision based on the notion of cultural citizenship, which gives coherence to the actions;
- We have ensured the coordination of all actions taken by the different levels of government, via the deployment of an innovative structure: the Steering Committee;
- We have fulfilled our commitment to strengthen the Conseil des arts de Montréal in its mission and resources as a front-line partner for implementation of the Policy;

This vibrant and blended culture is based on the creativity, research and daily work of Montréal artists, artisans and creators.

- We have produced a solid track record of achievements, having ensured rigorous follow-up of the 68 actions of the *2007-2017 Action Plan*, in compliance with established deadlines.

Building on these positive results, culture has proven it is one of the pillars of a sustainable and responsible vision of metropolitan development. We are enthusiastic about the idea of going even further, with the support of all our partners and the cultural and creative community.

This Policy is inspired by an inclusive and integrating vision of culture, which covers the following sectors:





La vélocité des lieux by the BGL collective, Montréal-Nord Borough –
Photo credit: Bonnalie Brodeur

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An evolving vision

The year 2017 marks a new stage, as required by a rapidly changing environment. The revision of the *Cultural Development Policy* is the opportunity to adjust our vision of culture to the dominant trends marking the beginning of the 21st century.

The *2017-2022 Cultural Policy* is a continuation of successful efforts over the past 10 years to equip Montréal with clear objectives and a flexible schedule of commitments, based on the resources and the collaboration of each of our partners:

- The Cultural Development Policy project was launched at the June 2002 *Sommet de Montréal* (Montréal Summit). The strengthening of the Public Libraries Network, development of the Quartier des spectacles, cultural incubators and artist studios were some of the initiatives discussed.
- Three years later, the *Montréal, Cultural Metropolis 2005-2015 Cultural Development Policy* was adopted. The action plan for its implementation was the subject of a broad consultation at the November 2007 *Rendez-vous -- Montréal, Cultural Metropolis*. The revised Action Plan was adopted in January 2008.
- A second *Rendez-vous* was organized midway, in 2012, to establish a final assessment of projects fulfilled and to be completed by the 2017 deadline. This careful monitoring of the performance schedule served as a roadmap for the Steering Committee of Montréal, Cultural Metropolis.

The year 2017 marks a new stage, as required by a rapidly changing environment. The revision of the *Cultural Development Policy* is the opportunity to adjust our vision of culture to the dominant trends marking the beginning of the 21st century.

More than does any other phenomenon, the Digital Revolution forces us to thoroughly review our modes of intervention. We are at a tipping point that affects artists, creators, workers, cultural and creative companies, and audiences. The Digital Revolution poses major challenges, but also offers new opportunities for the future, particularly in terms of cultural participation by the public. The entire ecosystem must be adjusted to the new modes of access to culture in order to ensure sustainable funding of creation.

These transformations also have repercussions on how to approach heritage. While the *Heritage Policy* adopted in 2005 remains relevant, updating its implementation has become essential. The Policy broadened the notion of heritage by bringing it into the living environment and heralded the collaborative approaches that are necessary today. The new *2017-2022 Heritage Action Plan* recognizes the importance of this ecosystem. It revitalizes the way things are done and reinvigorates the actions of the municipal administration. It makes heritage a collective issue that involves each citizen.

The Ville de Montréal is convinced that the partnership model, which has proven its value over the past 10 years, must continue in order to grasp all the potentialities of the Digital Revolution instead of being dominated by them. The *2017-2022 Cultural Development Policy* and the action plan that will arise from it are based on the typically Montréal model of decompartmentalized concerted action involving all communities: citizen, cultural, government, business and knowledge-based. The *Entente sur le développement culturel de Montréal*, established in 1979, played a pioneering role in collaboration and had a leverage effect on the fulfillment of multiple projects. This agreement with the ministère de la Culture et des Communications du Québec will continue to be one of the development levers for the cultural community. Montréal will exercise its leadership by immediately starting to plan the necessary actions for sustainable development of the cultural community and citizen cultural participation in the digital age.



Gypsy Kumbia Orchestra at Dorchester Square, Accès culture summer programming –
Photo credit: Pierre Bourgault

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A historic first

Adoption of the new Cultural Development Policy, *Combining creativity and the citizen cultural experience in the age of digital technology and diversity*, occurs in a pivotal period favourable to new collaborations and perspectives:

- The Québec and Canadian governments have undertaken to adapt their respective cultural policies to the digital age;
- The celebrations of the 375th anniversary of Montréal and the 150th anniversary of Confederation are being marked by several major events, as well as many cultural and economic legacies providing determinative effects for the metropolis. They will continue to resonate long after this year;
- Under the *gouvernement du Québec* bill recognizing Montréal's status as Québec's metropolis, the municipal administration will be granted powers, responsibilities and funding sources that will allow it to assume its full role as a 21st-century metropolis.

For the first time, the Cultural Development Policy adapted to the digital age is aligned with Montréal's ambition to be a leader among smart and digital cities, where new technologies are made to serve the citizen. Experiments in digital arts and creativity are opportunities to enhance cultural experiences with new forms of expressions and reach a greater number of people.

Several considerations led to the update of the *Cultural Development Policy* for a five-year period:

- The Digital Revolution is evolving very rapidly in terms of technological innovations and their applications;
- This momentum is taking a direction that is difficult to foresee over the longer term, and it is wise to maintain full flexibility of action;
- It is important to propose a realistic and achievable vision and objectives that will stimulate projects and collaborations and obtain the support of all stakeholders;
- The cultural and creative industries have reached a critical threshold. We must act quickly and retain the full capacity to take the necessary corrective actions if the expected results are not achieved.

A five-year action plan reviewed annually will give the municipal administration the desired flexibility to proceed with the required adjustments during implementation of these priorities.

For the first time, the *Cultural Development Policy* adapted to the digital age is aligned with Montréal's ambition to be a leader among smart and digital cities, where new technologies are made to serve the citizen.

By choosing to fully assume this integrating role, the new Cultural Policy acts as a catalyst for human encounters, promoting diversity and innovation. In so doing, it will be an inspiration for the municipal administration's other fields of intervention.

Revision of the Policy is based on a broader vision of the role of culture with regard to its identity, and social, economic and technological dimensions. It integrates all forms of artistic expression, whether established or emerging, urban, mixed or other. By choosing to fully assume this integrating role, the new Cultural Policy acts as a catalyst for human encounters, promoting diversity and innovation. In so doing, it will be an inspiration for the municipal administration's other fields of intervention.

This is an approach that ultimately should generate a better response to the new requirements of a population whose composition has changed over the past few years and whose cultural reflex has developed significantly. It is up to the artists, creators, citizens, workers and cultural and creative entrepreneurs of all origins to make culture come alive in step with their creativity. The Ville de Montréal will establish conditions conducive to creation and will support the adaptation of the Montréal cultural ecosystem to 21st-century developments. It will actively participate with the cultural community in the search for new models of support for creation, while also displaying innovation in its modes of action.

The municipality is committed to adopting an even more integrated and cross-cutting vision of cultural development, through a concerted approach by municipal departments and close cooperation with the boroughs. It will ensure the inclusion of the cultural dimension in its economic and social development strategies, its design plans for public spaces, municipal buildings and recreational facilities, and the selection of urban furniture and public art produced by the best local and international artists and designers.

Continuing in a proven spirit of partnership, it will show leadership in seeking coherent actions by the provincial and federal governments. Its broad and inclusive vision of culture will maximize its ability to play its role of cultural and economic metropolis, unifying all its partners.



Productions Ondinnok - *A World that Comes to an End, Lola* –
Photo credit: Martine Doyon

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Reconciliation with the Indigenous peoples

Through its *Cultural Development Policy*, the municipal administration undertakes to support the enhancement, development and renown of Indigenous cultures, their contemporary artists and artisans.

In 2017, Montréal announced its commitment to a process of reconciliation with the Indigenous peoples and with its history, and the history of Québec and Canada. This history has long been constructed by obliterating a large part of its past, as well as its present and future. In 2017, Montréal became part of a Canada-wide movement that has flowed, in particular, from the calls to action of the *Truth and Reconciliation Commission of Canada* and does justice to the history of the peoples who once lived here and continue to.

In Canada, nearly 50% of members of Indigenous peoples live in urban areas. Montréal ranks eighth in Canada in terms of its Indigenous population, a population coming from the 11 First Nations of Québec and many others in Canada. Today, the cities are again becoming the Indigenous spaces they have always been, i.e. territories for meetings, discussions and diplomacy. Indigenous cultures are not only deployed in the lands reserved for their communities, they are also present in the city. In the heart of Montréal are Indigenous cultures that are both age-old and innovative, traditional and contemporary, specific and universal.

Through its *Cultural Development Policy*, the municipal administration undertakes to support the enhancement, development and renown of Indigenous cultures, their contemporary artists and artisans. This special concern is cross-cutting and seeks to correct their absence. Indigenous cultures and creations are not only seen as part of Montréal's rich cultural blend; they are vectors of special knowledge and understanding of our territory and our history. The promotion and preservation of Indigenous languages are essential elements of the development of the understanding and influence of their riches.

From a perspective of diversity of cultural expressions and intangible cultural heritage as a common asset of humanity, Montréal has the responsibility to contribute to the enhancement of the Indigenous presence and history. It must also deal with the extension of traditional knowledge, itself in development, in a broader perspective of cultural reconstruction. This commitment is part of the 2005 Cultural Policy and acquires its full meaning in 2017 with the major project for metropolitan reconciliation and the rebirth of contemporary aboriginality. Several venues have made the commitment to enhance these traditions and the Indigenous presence in Montréal.

In a context of identity and cultural reconstruction, a cultural renaissance, a contemporary aboriginality, is being launched. Several works included in municipal collections and Montréal public art have been created by Indigenous artists. With its travelling audiovisual training and creation studio, the Wapikoni Mobile has given a voice to Indigenous youths and made their realities known since 2004. The Aboriginal Spring of Art, produced by Ondinnok and disseminated by the Accès culture network, presents contemporary creations in theatre and dance. The Montréal First Peoples Festival and the Contemporary Native Art Biennial focus

on contemporary creations. Murals—several of which were produced by Indigenous youth—celebrate their peoples and beautify the streets, while the Mundial showcase of world music devotes a series to Indigenous musicians.

Efforts will be deployed to support Indigenous creators and organizations, and to contribute to the rebirth of contemporary Indigenous creation. The actions of the Conseil des arts de Montréal and the Accès culture network seek to put an end to compartmentalization through better recognition of the artistic excellence of contemporary Indigenous creators and the presentation of their works to a broad audience, on the same basis as those of non-Indigenous professional artists.

In particular, the DestiNATIONS project of Carrefour International des Arts et Cultures des peuples autochtones has adopted the mission of making the traditions of the First Peoples known, as well as the richness of their contemporary artists. The project also seeks to mitigate the absence of a place dedicated to the presentation of Indigenous heritage and creation.

Through revision of its Cultural Policy, the Ville de Montréal specifically undertakes to promote an open and contemporary aboriginality and the discovery of the richness and diversity of Indigenous cultures and cultural practices as intrinsic components of the Montréal identity.

For the 2017-2022 period, the combined actions of municipal departments, in a spirit of reconciliation with the Indigenous peoples, seek to:

Promote an open and contemporary aboriginality and the richness of Montréal's Indigenous cultures and history.

Priorities:

- **Collaborate with Indigenous cultural organizations to showcase the cultures and better support artists from the Indigenous peoples;**
- **Stimulate the presentation and enhancement of traditional and contemporary Indigenous cultures in municipal venues;**
- **Starting in 2017, showcase and organize Indigenous cultural products to enhance cultural tourism.**

From a perspective of diversity of cultural expressions and intangible cultural heritage as a common asset of humanity, Montréal has the responsibility to contribute to the enhancement of the Indigenous presence and history.



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African Guitar Spirit, 2015 Diversity Award in music, Conseil des arts de Montréal.
Pictured: Gotta Lago - Photo credit: André Paradis

Building on our assets

To project ourselves into the future, we must build on solid foundations. Innovation necessarily includes the unknown which will become easier to master when we have a clear idea of our strengths and the means at our disposal. Montréal is very well endowed from this point of view.

- Montréal's personality is assertive: Francophone, cosmopolitan, rich with Anglophone and immigrant-origin communities and Indigenous peoples. It is a northern, knowledge-based city that, by its location and history, is nourished by both North American and transatlantic cultural currents.
- Montréal stands out from other great North American cities for its built, landscape, natural and intangible heritage, which have been integrated to meet the needs of its development. The Ville de Montréal is fully conscious of its responsibility to offer future generations a harmonious, human-scaled living environment, combining beauty and functionality. It is determined to maintain this balance through the preservation of its past, openness to the world, diversity and the affirmation of its modernity.
- Montréal has positioned itself as a leader among the world's great cities with regard to the issue of *living together*, which is of great relevance today. Montréal's style of living together in harmony truly is unique. The spirit that prevails in Montréal is difficult to define, generating a state of well-being and a sense of security among both residents and visitors. People feel good in Montréal, and everyone is free to express their identity.
- Montréal is comparable to Paris, New York, Berlin and a few other major cultural cities, with an exceptional concentration of creators, artists and cultural and creative companies. Here they find the openness and conditions conducive to the expression of their creativity, particularly thanks to the support policies of the municipal administration and the other levels of government.
- Montréal is recognized as a world capital of the cultural and creative industries of video gaming, digital arts, augmented and immersive virtual reality, computer-generated special effects, and technical production and post-production services for film and television. It also excels in circus arts, youth theatre, contemporary dance and electroacoustic music. These clusters of excellence attract the best talent and investments whose effects continue to reinforce its leading position.

- Montréal has a vast network of private and municipal cultural facilities that complement each other. These spaces for creation and dissemination are major components of the city and serve as reference points for the citizens who visit them. They allow the public to encounter different forms of artistic expression.
- Montréal is a city that has clearly understood the strategic value of knowledge, research and innovation. The scientific cultural community has already forged many ties with the artistic community. Museum institutions, the Public Libraries Network, and the colleges and universities each contribute to this in their own way. Training in the creative trades is a guarantee of success for the future of the cultural and creative industries.



Cité Mémoire – Photo credit: Jean-François Gratton, Shootstudio.ca

6

What inspires us

Montréal's cultural development is part of a world context from which we must benefit to better exploit our advantages

The major directions of the *2005-2015 Cultural Policy* remain relevant, but it is vital to consider the dominant trends and the challenges our creators and cultural and creative companies will have to face. Montréal's cultural development is part of a world context from which we must benefit to better exploit our advantages. Fortunately, Montréal has been able to position itself in relation to several of these influences, which affect all cultures and all societies. As a result, it can look forward to the future with confidence.

6.1 THE DIGITAL REVOLUTION

The Digital Revolution is undeniably the most striking paradigm shift of the past few decades. Its profound effects are felt in every sphere of human activity. It is a source of both possibilities and challenges for culture. It enables everyone to access an infinite amount of content and create works accessible all over the planet. It poses a real challenge for the discoverability and viability of Montréal cultural creation.

6.2 THE CONVERGENCE OF CULTURAL AND ECONOMIC DYNAMICS

The convergence of cultural and economic dynamics is confirmed by the presence of culture in the knowledge economy and by the enthusiasm of the cultural and creative entrepreneurs who combine their artistic talent with an entrepreneurial spirit. The economic contribution of the cultural industries to Québec is greater than that of the agriculture, forestry, fisheries, and mining and petroleum extraction industries combined, representing over \$14.5 billion.¹ In 2013, they employed nearly 85,000 people in the Greater Montréal metropolitan region.²

6.3 URBAN EXPANSION BASED ON RESPONSIBLE LAND USE MANAGEMENT

Urban expansion based on responsible land use management is imposed by the migratory movement that will result in two thirds of the world's population living in cities within the next 15 years. Québec is no exception. Greater Montréal already comprises more than half of the province's population. Large cities are taking on a growing share of providing public services to citizens. They compete with each other to attract the best talents and investments. It is therefore necessary that they have full control of the levers of their development.

¹ SOCIÉTÉ DE DÉVELOPPEMENT DES ENTREPRISES CULTURELLES (SODEC). *Rapport annuel de gestion, 2015-2016*, p. 3.

² CHAMBRE DE COMMERCE DU MONTRÉAL MÉTROPOLITAIN / BOARD OF TRADE OF METROPOLITAN MONTREAL. *La culture à Montréal : chiffres, tendances et pratiques innovantes*, Collecte et traitement des données : KPMG-Secor, June 2015.

6.4 THE STRONG PRESENCE OF CULTURE IN METROPOLITAN LIFE

The strong presence of culture in metropolitan life is a global trend. Cities have understood the attraction of culture for people in search of high quality of life for themselves and their children. The arts and culture are present in all Montréal neighbourhoods and districts, and throughout the greater metropolitan region; the presence of this local cultural life contributes directly to the social and economic vitality of Montréal communities.

6.5 THE REUSE OF HERITAGE SITES AND BUILDINGS

The reuse of heritage sites and buildings also offers challenges and is one of the cornerstones of Montréal's distinctive personality. More than ever, citizens are appropriating their collective heritage, and demanding its preservation and development. The notion of heritage has evolved so that it now links architectural and other heritage with daily life.

6.6 CONCERTED ACTION BY PUBLIC AND PRIVATE STAKEHOLDERS

Concerted action by public and private stakeholders is a collaborative model that engages the social responsibility of the business community, at a time when new funding models are being sought. Montréal cultural stakeholders, both public and private, have become accustomed to actions guided by a concerted vision. They have been inspired in this by the successes of the Steering Committee of the *Montréal, Cultural Metropolis, 2007-2017 Action Plan*. This typically Montréal approach allows quick adaptation to new realities and has created a powerful force to consolidate Montréal's position as a cultural metropolis.

6.7 A CONCERN FOR QUALITY AND INNOVATION IN URBAN DESIGN

A concern for quality and innovation in design and architecture is a must in Montréal, the only Canadian city to have received the honour of being designated a *UNESCO City of Design*. By awarding this title in 2006, and renewing it in 2016, UNESCO recognized the potential of designers of all disciplines to contribute to Montréal's future, and the Ville de Montréal's determination to build on its design creativity to improve Montrealers' quality of life.

Everyone's contribution to the expression of the diversity of art forms and cultures is essential to continue to invigorate and enrich our common cultural heritage.

6.8 CITIZENS, ORGANIZATIONS AND COMPANIES, PARTICIPANTS IN THE MONTRÉAL CULTURAL EXPERIENCE

Citizens, organizations and companies, participants in the Montréal cultural experience, all are involved. The Digital Revolution has transformed the cultural habits of citizens, who now have the means to play an active role in relation to culture. Organizations have also become conscious of their social responsibility for the sustainable development of our societies. This commitment to culture will now be part of the development plans of Tourisme Montréal, the Board of Trade of Metropolitan Montreal, Société d'habitation et de développement de Montréal, educational and knowledge institutions, Aéroports de Montréal and the commercial development corporations of several boroughs

6.9 THE BLENDING OF CULTURES, THE BENEFITS OF IMMIGRATION

Regarding the blending of cultures, the multiple identities of what is now the Francophone metropolis has existed for millennia, ever since the Indigenous peoples first assembled here. This blending has been enriched by the Francophone and Anglophone presences and by old and recent immigration communities, today creating a cosmopolitan society where one in three Montrealers was born abroad. Everyone's contribution to the expression of the diversity of art forms and cultures is essential to continue to invigorate and enrich our common cultural heritage.

6.10 SUPPORTING EFFORTS TO BUILD AND RETAIN AUDIENCES

Supporting efforts to build and retain audiences is not a new concern for the municipality. The cultural policies of the past 40 years have emphasized support for creation and the development of distribution infrastructure. The policies have relied on the diversity of the products and events and access to them to stimulate audience loyalty. The Digital Revolution completely overturns this equation because people now have access to an infinite amount of content, on the platform of their choice, when they want it. The challenge of building audiences and customer loyalty has become an issue for the sustainable development of national cultural creation in a context where public support has been capped. A new approach must be deployed, one of responding to public demand while respecting each individual's identity

6.11 THE CLOSE CONNECTIONS BETWEEN CULTURE AND EDUCATION

Close connections unite culture and education. Appreciation of the arts and cultural recreation are the first milestones of active cultural citizenship, and must be cultivated from the youngest age. Culture also plays a leading role in knowledge and school completion. Cultural mediation and cultural outings are powerful integration vehicles for youth of immigrant origin and from underprivileged backgrounds. Greater curiosity regarding the arts, a critical perspective and artistic vocations are born from inspiring cultural outings. From elementary school to university, educational institutions play a fundamental role in the accessibility of culture and the development of audiences. Montréal wants to do more. To progress, it is also counting on the impetus that will be given by the new cultural policies of Québec and Canada.

6.12 THE CULTURAL REFLEX

The entire municipal administration shares the same vision—of carrying out municipal projects rooted in the notion of cultural citizenship. The integration of artwork into a development project by the Bureau d'art public, and the selection by competition of the best design or architecture proposals by the Bureau du design are provided upstream, at the project planning stage. The cultural reflex is also developed among citizens, who reappropriate public space through artistic actions to create public spaces (placemaking), and who expect the Ville de Montréal to integrate quality cultural projects into its development plans. Citizens want the municipal administration to recognize their right to an inclusive, diversified and dazzling cultural life.



Provoquez la paix (Provoke Peace) - 2011 - Carlito Dalceggio, mural produced by MU in Villeray-Saint-Michel-Parc-Extension Borough - Photo credit: Carlito Dalceggio

7

The pillars of the 2017-2022 Cultural Development Policy

7.1 A CROSS-CUTTING APPROACH

For the municipal administration, culture is an investment. The new Policy, *Combining creativity and the citizen cultural experience in the age of digital technology and diversity*, builds on the capacity of culture to be a powerful lever of social cohesion and economic development. By supporting artistic and entrepreneurial creativity, the municipal administration seeks to promote cultural citizenship, accessibility and cultural mobility from a sustainable development perspective. By relying on the search for innovative business models, it seeks to strengthen the capacity of organizations, companies and creators to focus on their primary mission and move toward artistic excellence.

Greater Montréal has all the qualities needed to rise to the leading group of creative and knowledge-based cities, thereby maintaining its great power of attraction for artists, cultural workers and innovative companies. Adapted to the digital age, the *Cultural Development Policy* is the expression of the will to achieve this goal by taking the necessary concerted actions.

The first pillar of the Policy is to encourage a *cross-cutting approach*, combining all initiatives under three major themes:

1. Promoting cultural and creative entrepreneurship to ensure the long-term viability of creation;
2. Using digital technology to enhance citizen cultural experience;
3. Living together, embodied in cultural quarters.

Each of these statements contains both the objective sought and the means of achieving it: supporting entrepreneurship with the goal of ensuring the creation of cultural works that stimulate citizen participation; ensuring the balance between digital creativity and the citizen cultural experience; promoting harmonious living together through local actions reaching all Montrealers in their daily life. The three major themes complement each other: strengthening creators, cultural and creative organizations and companies; support for technological innovation as a new mode of cultural production, dissemination and participation, all with an objective of social cohesion essential to a better collective quality of life.

7.2 INCLUSION AND EQUITY

The values of inclusion and equity are intrinsic parts of the Policy and form its second pillar. They involve a conceptualization of living together that encourages the contribution and representation of all citizens and all cultural influences, so that everyone recognizes themselves and develops to their full potential. The *Cultural Development Policy* is one

Greater Montréal has all the qualities needed to rise to the leading group of creative and knowledge-based cities, thereby maintaining its great power of attraction for artists, cultural workers and innovative companies.

Montréal, enriched by the contribution of all its communities, seeks to build an inclusive and equitable cultural metropolis.

of diversity. This statement of principle implies that the full participation of everyone, without exception, is stimulated. In particular, this includes Montrealers faced with systemic challenges due to their gender, language, age, origin or functional disabilities. This pillar is part of the reconciliation process the municipal administration is implementing with the Indigenous peoples. The actions taken in cultural development are part of the goals of the Municipal Policy on Universal Accessibility. Efforts made to include citizens, cultural workers and professional artists from the cultural communities must be intensified. They must also reach out to emerging artists, not yet familiar with the institutional mechanisms or the organization of the professional environment. They must build bridges between the Anglophone and Francophone communities.

The arts and culture are the place of experimentation and expression of our plural identities; they lead to unique, purely Montréal creations. This creative blending is advanced both by the convergence of cultural practices and by the intersection of traditional and contemporary, national and international identities. The inventiveness of Montréal creators of all origins derives its sources from this mix of cultures at the confluence of migrations. To support this creativity, the municipal administration acknowledges the specific challenges faced by culturally diverse artists, particularly the challenges related to inclusion, and will ensure they can contribute fully to Montréal's cultural development.

Montréal, enriched by the contribution of all its communities, seeks to build an inclusive and equitable cultural metropolis.

For the 2017-2022 period, the combined actions of the municipal departments in a perspective of inclusion and equity will strive to:

Ensure that all Montréal professional artists can fully contribute to the city's cultural development.

Priorities:

- **Move toward exemplary practices by reviewing the programs and practices of the Service de la culture;**
- **Each year, starting in 2017, improve the representativeness of the Accès culture network—both in programming and in audiences—of Montréal's cultural diversity and artists from culturally diverse backgrounds and the Indigenous and Anglophone communities.**

7.3 THE HIGH TECH/HIGH TOUCH PRINCIPLE

The third pillar of the Policy in this digital age is the High Tech/High Touch principle³ of complementarity between technological innovation and the citizen–cultural encounter. The municipal administration already applies this principle. The Public Libraries Network has significantly increased visits, particularly because the municipal administration has judiciously integrated new technological tools. By integrating the means of digital production and dissemination into the redevelopment of public space downtown and in the Quartier des spectacles, the municipal administration has also created user-friendly meeting places for its citizens. These innovations, close to the public, earned Montréal the award of Intelligent Community of the Year 2016, presented by the Intelligent Community Forum (ICF).⁴

7.4 SUSTAINABLE DEVELOPMENT

The fourth pillar of the Policy is sustainable development. Montréal was one of the first cities to ratify *Agenda 21 for Culture* in May 2005. In 2011, with a view toward the *Rio+20* Summit, it was also the first city in the world to recognize culture as the fourth pillar of sustainable development, when City Council and the boroughs unanimously adopted an official declaration that places culture on the same basis as social, environmental and economic development. This approach inspired the *Déclaration Montréal engagée pour la culture, pour des quartiers culturels durables* (Montréal Declaration: Commitment to Culture for Sustainable Cultural Quarters) in 2014. The municipal administration fully accepts its responsibility to future generations for its actions by adopting an integrated and integrating vision of culture that aligns with other municipal actions.

3 NAISBITT, JOHN, *Megatrends : Ten New Directions Transforming Our Lives*, Warner Books, 1982.

4 INTELLIGENT COMMUNITY FORUM. Intelligent Community Forum names Montréal as its 2016 Intelligent Community of the Year, June 2016.



Choreographer: Sylvain Émard. Show: *Ce n'est pas la fin du monde* (*It's not the end of the world*)
Dancers: Georges-Nicolas Tremblay, Dylan Crossman, Manuel Roque and Justin Gionet –
Photo credit: Valerie Simmons

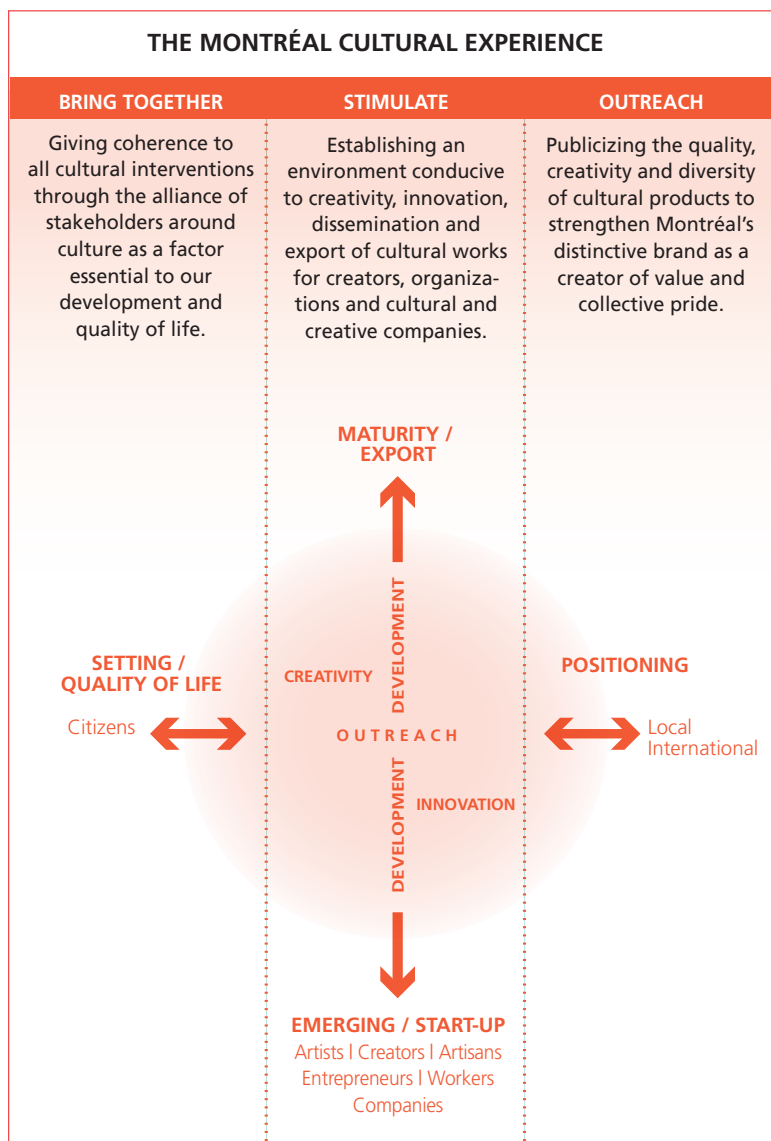
8

Our commitments

8.1 BRINGING TOGETHER, STIMULATING, OUTREACHING

The vision that inspires the 2017-2022 *Cultural Policy* is supported by the will to include culture as one of Montréal's major priorities: *Economic Development Strategy*, *Heritage Action Plan*, *Policy on Children*, *Action Plans* of the Bureau de la ville intelligente, strategies for downtown and the Bureau des affaires internationales. Cultural development is cross-cutting. It is an imperative in public services, as well as for the right and access to an optimal quality of life, and dynamic, prosperous and sustainable cultural quarters.

Three action principles embody this vision. They are deployed in a continuum throughout Montréal and in the space the municipal administration shares with its *milieu*: bringing together, stimulating and outreaching.



The cultural citizen is the start point and the end point of the *Cultural Development Policy*, which is adapted to the digital age.

Viewed from this angle, the role of the municipal administration and its institutions is to provide a political will for cultural development by articulating a unifying vision, stimulating the cultural community and its partners through its actions, and supporting the renown of creativity throughout Montréal and beyond.

The Ville de Montréal exercises its leadership and sees to the deployment of optimal conditions for the entire value chain through funding and the concerted actions of stakeholders. It ensures that the different initiatives are completed and converge. By doing so, it also helps create a virtuous circle: the deployment of favourable conditions makes it possible to achieve initiatives, the influence of which stimulates new ideas and new investments.

The cultural citizen is the start point and the end point of the *Cultural Development Policy*, which is adapted to the digital age. This will be fully achieved when:

- The living environment of Montrealers is enriched with varied and accessible cultural products adapted to citizens' interests;
- Appropriate cultural facilities and places are located nearby: libraries, performance halls, exhibition venues, recreation centres, parks, public places and other community spaces;
- Contact with Montréal's creativity is part of everyday life;
- Cultural mobility throughout Montréal allows citizens to participate fully in activities;
- Citizens are involved in their community as creators of personal and collective works;
- They have become mediators themselves, by introducing people around them to the appreciation of culture and the practice of the arts.

The renewed vision of the 2017-2022 *Cultural Development Policy* takes a new look at the continuum of developing a setting conducive to creation, forming a chain with inseparable links. The Policy proposes to create and stimulate, in a strategic and scalable manner, an environment conducive to the creation, dissemination, export and appropriation of numerous cultural expressions by citizens.

8.2 SUPPORT TO ARTISTS

Such a stimulating living environment cannot be achieved without the contribution of artists and creators, whether established or just starting their career.

Revision of the Policy is deeply rooted in its initial and fruitful commitment to artistic excellence. Artistic creation is the pedestal on which this vision of cultural development stands.

The expression of artistic creativity is the living material from which cultural quarters come alive, the programs of performance halls and festivals are conceived, books are written, film scripts are imagined, and artistic careers are launched. With this Policy, the municipal administration also affirms the importance of respect for copyright and its will to show leadership for the protection of intellectual property.

Montréal is special because it is a tremendous incubator of artistic talent in every discipline. It also has the enormous advantage of having benefited from an uninterrupted commitment to the arts and culture for over half a century. The Conseil des arts de Montréal (CAM) was established over 60 years ago, in 1956. A veritable institution, its mission is to identify talents and support excellence. The CAM is a front-line partner in support of artists and the development of creative excellence. It will continue to play this essential role.

The actions proposed in the Policy are guided by the will to increase support to artists by deploying a sustainable environment conducive to creation. Through its relations with the cultural community, its finely tuned knowledge of the city and the presence of its Conseil des arts, the municipal administration can observe the emergence of talent and promising initiatives very early. It will truly play its unifying role by fostering collaborations and stimulating opportunities for creativity and business. By supporting the influence of creations, know-how, artists and artisans, it will help ensure the viability of the cultural community while consolidating its position as a cultural metropolis.

Revision of the Policy is deeply rooted in its initial and fruitful commitment to artistic excellence. Artistic creation is the pedestal on which this vision of cultural development stands.



Igloofest at the Old Port – Photo credit: Tourisme Montréal

9

First cross-cutting theme:
Cultural and creative entrepreneurship
to ensure the long-term viability
of creativity

In a global context in which the world's great cities inevitably find themselves in competition with one another, Montréal must rely on the creativity of its artists and cultural and creative companies to achieve its full development potential. This commitment is all the more necessary in the digital context, which poses major challenges to business and funding models. How to ensure better dissemination of cultural products and the discovery of Montréal artists? How to achieve international distinction in these times? How to facilitate innovative initiatives and stimulate the development of intellectual property? The music, publishing and audiovisual industries are particularly affected and will have to find answers to these difficult questions.

Undoubtedly, one of the major challenges in sustainable cultural development is the fair compensation of creators and monetization of cultural content. The municipal administration is concerned about the weakening of the creative and living conditions of artists who live in Montréal. It is important to assemble the conditions that will enable creators to devote themselves to their art and make a living from it in dignity.

These are critical issues for Montréal's position as a cultural metropolis and, more broadly, for Québec's cultural development. The strong concentration of artists, creators, cultural and creative entrepreneurs, professional association head offices, art schools and cultural venues makes Montréal the locomotive of Québec's cultural development. Its vitality invigorates Québec as a whole.

The municipal administration, directly connected with these rapid changes, will exercise its leadership by mobilizing cultural and creative companies, institutions, its public partners and the business community in the search for innovative solutions. It will help improve the use of the digital potential as a platform for creation, dissemination, promotion and export to ensure the cultural community can survive. This mastery of digital potential will also enable Montréal to assert itself even more as a smart and knowledge-based city.

The goal is not only to create wealth, but to aim for excellence for our collective well-being. The more our artists and cultural organizations find solutions to funding issues, the more they will be able to devote themselves to their creativity and move toward excellence. The more our cultural and creative entrepreneurs can adapt to consumers' expectations, the more they will have the means to take risks in research and development. The more we can harness digital potentialities to improve public services, the more we will stimulate citizen participation and engagement.

Over the next five years, the municipal administration will work on consolidating the Montréal artistic creation ecosystem by supporting the evolution of business models. It will pursue four objectives:

The more our artists and cultural organizations find solutions to funding issues, the more they will be able to devote themselves to their creativity and move toward excellence. The more our cultural and creative entrepreneurs can adapt to consumers' expectations, the more they will have the means to take risks in research and development. The more we can harness digital potentialities to improve public services, the more we will stimulate citizen participation and engagement.

9.1 OBJECTIVE 1
Heighten the impact of support for cultural industries through dynamic collaboration between the Service de la culture and the Service du développement économique

The cultural and creative economy is a major asset for the development and positioning of the metropolis. Montréal seeks to position itself as a leader in the development of cultural and creative companies. To deal with multiple cross-cutting issues without compromising artistic excellence, the Ville de Montréal intends to establish an environment favourable to the development of an entrepreneurial culture among artists, organizations and businesses. This development will follow several avenues of action:

- Ensuring a favourable environment and resources adapted to the optimization of business models by exploring, in particular, models related to the social economy and new service-sharing approaches;
- Enabling emerging entrepreneurs, cultural workers and artists to access management tools and training to establish themselves as viable businesses;
- Deploying a variety of development programs for entrepreneurial competencies and aptitudes adapted to the digital age and market globalization;
- Promoting the collaboration of the artistic and business communities beyond philanthropy, in the search for innovative business models;
- Relying on networking initiatives stimulating the innovation and development of intellectual property, and supporting exports to increase revenue.

The Service de la culture has long been routinely involved in promoting the development of cultural and creative companies. Its actions reflect the wealth of entrepreneurial activity in the audiovisual, publishing and performing arts fields, in particular. Here are some examples:

- Creation in 1979 of the Montréal Film and TV Commission, and in 1987 of the Bureau des festivals et événements culturels;
- Financial and strategic support for the Quebec Film and Television Council, founded in 2006;
- Funding to support cultural and creative showcases and markets stimulating exports;
- Book purchasing policy by the Public Libraries Network;

- Support and advisory expertise for determinative projects, such as the development of Espace danse in the historic Wilder Building, the development of a creation and production space for the circus company Les 7 doigts de la main, the move of the National Film Board head office to the Balmoral Block, etc.

For its part, the Service du développement économique provides substantial and determinative support to many organizations, commercial development corporations and associations, such as the Regroupement des producteurs multimédias, Société des arts technologiques, Printemps numérique/Montreal Digital Spring, and C2-MTL. It also supports social economy projects which involve several cultural partners; it coordinates the activities of the Bureau du design and supports the fashion sector.

To heighten the impact of its actions, a dynamic collaboration mechanism will be established between the Service de la culture and the Service du développement économique for better deployment of strategic, technical and financial support for cultural and creative industries.

This improved synergy will also involve the Conseil des arts de Montréal, very active in the field, to support artists and organizations at different stages of their development, particularly in matters of governance. The Ville de Montréal will focus on the essential contributions of knowledge institutions and professional art schools to fuel its reflections and actions. It will rely on business succession efforts already implemented by the Brigade Arts Affaires de Montréal (BAAM). Through their donations, 100 young patrons of the arts offered an artwork to Montréal for its 375th anniversary.

The municipal administration wants to go even further. It will stimulate the search for innovative models by promoting a greater rapprochement between the arts and business communities, begun at the 2002 Montréal Summit and consolidated after *Rendez-vous - Montréal, Cultural Metropolis* in 2007. Under the leadership of the Conseil des arts de Montréal, *Forum Arts-Affaires* emerged in 2003, followed in 2011 by the *GO-C.A.* program, which has matched more than 200 young professionals with arts organizations. This sharing of expertise must be extended.

Mutualization of services also allows the sharing of expertise as a solution for creators, workers and entrepreneurs who want to free themselves from management and funding problems.

The report of the Task Force on Cultural Philanthropy, *Vivement, pour une culture philanthropique au Québec!*, commissioned by the gouvernement du Québec and tabled in June 2013, made this question one of the major priority themes of the Board of Trade of Metropolitan Montreal. The Ville de Montréal is counting on greater involvement from the business community in the funding of small and medium-sized cultural organizations throughout the city, and in the introduction of new sponsorship practices. It will need to evaluate all the possible funding models with its partners.

The social economy model has greatly contributed to Montréal's sustainable cultural development. Le Grand Costumier, La Guilde des développeurs de jeux vidéo, Le Chat des artistes and Le Divan orange are part of this movement. Le Chantier d'économie sociale and stakeholders working in collective and social entrepreneurship are key partners in this discussion of new business models.

The municipal administration is following with great interest the trend to service sharing, in which artists, organizations and companies with comparable needs join forces to reduce costs. Historically, this collaborative business model took the form of artist-run centres seeking to share work spaces and, in some cases, to have access to ownership to control rents. Mutualization of services also allows the sharing of expertise as a solution for creators, workers and entrepreneurs who want to free themselves from management and funding problems.

Several collaborative-economy initiatives are under way in Montréal in performing arts, enabling artists to benefit from production or digital expertise, for instance, so they can focus on creation. Mutualization also concerns equipment, sharing the high investment costs among several parties. This sharing can be organic and informal, as is the case among certain Montréal festivals, or can take a more organized form rooted in a place, such as creation and fabrication incubators of the Fab Lab type. Mutualization offers great potential for innovation in funding and risk-sharing models. Crowd-funding campaigns are similar to a form of mutualization of production costs. The municipal administration will support the development of business models based on the collaborative economy. It will reassess eligibility criteria for its assistance programs to allow projects resulting from these new cultural management practices, which are often atypical and innovative.

For the 2017-2022 period, the combined actions of municipal departments with regard to cultural and creative entrepreneurship seek to:

Gradually deploy the necessary conditions, so that, beginning in 2018, the climate is favourable to cultural and creative entrepreneurship, the development of emerging artists, export, artistic excellence, and Montréal's influence and positioning as a leader in the development of cultural and creative companies.

Priorities:

- Before the end of 2017, implement a dynamic collaboration mechanism between the Service de la culture and the Service du développement économique to heighten the impact of the actions taken;
- Initiate forward-looking deliberations to ensure that, by 2022, the municipal administration has deployed programs and products adapted to the realities of the cultural environment, which support the development of entrepreneurial skills, the creation of innovative new business models and export;
- Provide leverage for determinative projects for mutualization of services, facilities, creation and risk-taking by fostering the emergence and deployment of innovative economic initiatives.

9.2 OBJECTIVE 2

Intervene to provide leverage to other public and private partners at pivotal moments of the development of a project or company

In a context of increased competitiveness, limited public financial resources and upheaval in business models, support by public authorities for artists, organizations and cultural entrepreneurs, must be reconceived to be even more strategic. The municipal administration must intervene at crucial points in time, taking the initiative through targeted actions that provide leverage with other public and private partners.

Given the importance of their contribution to the city's economic development, cultural and creative industries are a priority. According to a study conducted for the Board of Trade of Metropolitan Montreal,⁵ in 2013, culture generated impacts of nearly \$11 billion in the Montréal region, representing 6% of its gross domestic product. Moreover, in employment, the audiovisual industry accounts for 35,000 jobs, while the design sector has 25,000 professionals, and video games represent over 10,000 jobs.⁶

5 CHAMBRE DE COMMERCE DU MONTRÉAL MÉTROPOLITAIN / BOARD OF TRADE OF METROPOLITAN MONTREAL La culture à Montréal : chiffres, tendances et pratiques innovantes, KPMG – Secor, ibid.

6 ALLIANCE NUMÉRIQUE, *Portrait de l'industrie du jeux vidéo*, alliancenumérique.com

The diversity and quality of the works and products created here are recognized worldwide, where Montréal is known as the City of Music, International Audiovisual Production Centre, Capital of Digital Creativity and Circus Arts, and Cradle of Niche Creation in Dance and Youth Theatre. It also ranks among the leaders in visual effects, video games, festivals and other events.

The Montréal ecosystem of cultural and creative industries brings together many sectors with variable characteristics, with different value chains, whose fields of action are increasingly hybridizing and converging. Operating in this ecosystem are cultural sectors, such as audiovisual, publishing, performing arts and circus arts, music, and visual and digital arts. Added to these sectors are video games, visual effects, interactive and multimedia content, support for shows and stage engineering, immersive and interactive installations, light and architectural projections, design, fashion and gastronomy. Also playing a fundamental role are academic and training institutions, venues and performance halls, creative spaces and festivals.

The diversity and quality of the works and products created here are recognized worldwide, where Montréal is known as the City of Music, International Audiovisual Production Centre, Capital of Digital Creativity and Circus Arts, and Cradle of Niche Creation in Dance and Youth Theatre. It also ranks among the leaders in visual effects, video games, festivals and other events.

In the audiovisual industry alone, the city has no fewer than 500 production and distribution companies, and over 40 world-class animation and visual effects studios that provide well-paying jobs. This industry is as important for the metropolis as the majority of the other industrial clusters, such as aerospace or life sciences. The Board of Trade study on creative industries⁷ discovered that Montréal, in barely a few years, had climbed to fourth place in the world in the field of cinematic special effects. Five of the ten best-selling video games in the world were created in Montréal.

However, challenges persist. International competition is increasing, particularly for foreign film production; the distribution of local films remains fragile; new distribution and presentation networks are emerging; consumers are faced with a proliferation of choices. Given the limits of its powers to generate solutions, the municipal administration encourages the Comité sur l'industrie de l'audiovisuel (Committee on the Audiovisual Industry), composed of credible and committed stakeholders from the industry, to continue and develop its actions.

Private venues, such as performance halls, alternative stages, art galleries and bookstores, are important links in the cultural ecosystem. They play a pivotal role in the dissemination and marketing of works and cultural and creative products. The Ville de Montréal recognizes the realities and challenges faced by these venues, particularly the digital impacts on the value chain and impacts related to property taxes.

⁷ CHAMBRE DE COMMERCE DU MONTRÉAL MÉTROPOLITAIN / BOARD OF TRADE OF METROPOLITAN MONTREAL. *Les industries créatives : catalyseurs de richesse et de rayonnement pour la métropole*, décembre 2013, en collaboration avec KMPG-Secor.

Festivals and other events form another strategic development axis. Ten million people attend the 200 festivals and events presented winter and summer in the Quartier des spectacles, Parc Jean-Drapeau and the boroughs. Montréal stands out for the number of major events, which, by their magnitude, diversity and impact, are the core of a veritable ecosystem, with major economic and social impacts for the cultural and tourism communities and retailers. They are also multiplying in the neighbourhoods and on commercial arteries. This effervescence encourages local activities and creates tourist attractions that stimulate cultural mobility.

The municipality contributes on average 7% of the budget of festivals and events, half in financial assistance and the other half in services. Following *Rendez-vous - Montréal, Cultural Metropolis* in 2007, it adopted a development plan and in ten years, succeeded in making it a strategic priority for its cultural and economic development and its international renown. Since 2009, it acquired the means to be a true festival city, becoming the owner of outdoor facilities created in the first phase of development of the Quartier des spectacles.

Strong competition among the great metropolises forces festivals and events to stand out by developing their best advantages, innovating with respect to the diversification of funding modes and land use. These privileged platforms for encounters between artists and their audiences require a concerted effort around the shared vision of their sustainable development. Montréal ranks among the world leaders in this regard. It intends to retain this position while maintaining the quality of these events.

The dynamics of concerted action continued to play a major role in the development of our metropolis. However, it must be agreed that culture stands out from the municipal administration's other responsibilities. Culture is lively, spontaneous and surprising. We must be able to act quickly to give it room to breathe when it seeks to express itself forcefully. The Ville de Montréal recognizes this: flexibility is required in its modes of actions. It intends to invite its government and institutional partners to do as much.

The dynamics of concerted action continued to play a major role in the development of our metropolis.

For the 2017-2022 period, the combined actions of the municipal departments involved in cultural and creative entrepreneurship seek to:

Priorities:

- Review the processes and criteria of support programs in order to respond to situational realities and move toward greater flexibility to better seize opportunities, sustain networking and support business models and hybrid projects;
- Activate the Comité sur l'industrie de l'audiovisuel (Committee on the Audiovisual Industry) in 2017 so that Montréal retains its leadership position.

For the 2017-2022 period, the combined actions of the municipal departments with regard to festivals and events seek to:

Define an avant-garde strategic vision in 2018, thanks to which festivals and events can continue to flourish in an entrepreneurial perspective, seek additional revenues, and develop strong branding and emerging artists.

Priorities:

- Articulate a position and long-term development strategy that encompass all relevant aspects: development of space; economic, cultural and social development, and enhancement of quality of life;
- Bring all stakeholders together with regard to development priorities;
- Proactively manage the array of festivals and events.



Author Larry Tremblay at the Brussels Book Fair, where the Ville de Montréal was honoured, in March 2017 – Photo credit: General Delegation of Québec in Brussels

9.3 OBJECTIVE 3 Promote the renown and discoverability of artists and their work, as well as cultural tourism.

Local, regional and international importance will be the determining factor for Montréal in the years ahead. Firstly, to stimulate the presence of Montréal cultural production and facilitate its dissemination and the discoverability of artists and their creations in a digital world, where everything is accessible at the touch of a button. Also, to keep Montréal among the leading creative and knowledge-based cities, which will preserve its great drawing power for creators and innovative companies, and its place as a choice tourist destination.

The issue is a priority for the sustainability of our creators and cultural and creative companies, who increasingly rely on international outreach and digital platforms for their development. The Québec market is small, exports are essential to their growth. Consequently, in 2013, the Ville de Montréal established the *Fonds de soutien aux vitrines et marchés culturels et créatifs*, a fund to support culture and creative showcases and markets held in Montréal, with the goal of promoting the dissemination of creations and developing business opportunities abroad.

The municipal administration helps promote local artists in many ways. Each year it presents awards in every creative field. This is how it recognizes excellence and generates media and public interest. The tradition dates back to the 1960s.

The *Grand Prix du Conseil des arts de Montréal* was created over 30 years ago, while the *Grand Prix du livre de Montréal* dates back to 1965. Over the years, many prestigious awards have been added, thanks to the generosity of different partners:

- The *Prix François-Houdé*, awarded in collaboration with the Conseil des métiers d'art du Québec, promotes the dissemination of works by young creative artisans;
- The *Prix Louis-Comtois*, offered jointly with the Contemporary Art Galleries Association (AGAC), recognizes the quality of an artist's work in mid-career;
- The *Prix Pierre-Ayot*, also offered in collaboration with the AGAC, promotes the excellence of new creation in visual arts in Montréal;
- The *Phyllis Lambert Grant* is awarded by the municipal Bureau du design to a creator or a collective of emerging Montréal designers;
- The *Grand Prix de la danse de Montréal*, presented by both the Ville de Montréal and Quebecor, is one of many distinctions awarded to members of the dance community by the organization Les Prix de la danse de Montréal;
- The *Prix de la diversité culturelle en danse* is awarded each year by the Conseil des arts de Montréal for cultural diversity in dance;
- The *Prix du livre jeunesse des Bibliothèques de Montréal* is awarded to a Montréal author or illustrator of books for children or youth;
- The *Prix Accès culture* guarantees the recipient a tour of the Accès culture network;
- The *Prix de l'Action culturelle* is awarded to an artist or a cultural organization who has fostered novel exchanges between creators and the public;
- The *Prix Paul-Buissonneau* recognizes the contribution of a Montréal amateur troupe, theatre organization or individual;
- The *Prix Janine-Sutto*, an initiative of the Montreal Association for the Intellectually Handicapped, with which the municipal Accès culture network is associated, recognizes innovative approaches to integration into the Montréal artistic and cultural community;
- The *Prix Création Mon rêve*, awarded by AlterGo in collaboration with the local Consulate General of China and the municipal administration, recognizes the improvement of access to cultural recreation through adapted artistic activities.

Every year since 1996, the municipality has acquired the creations of the winners of the *Pierre-Ayot*, *Louis-Comtois* and *François-Houdé* awards, which it presents at municipal administrative facilities, particularly the borough offices, libraries and cultural venues. Since 2011, it has acquired 200 works in visual and media arts, among those presented in the Accès culture network's travelling exhibitions. In all, the municipal collection includes over 1,000 historical and contemporary artworks.

The Ville de Montréal has set an objective of a greater number of its citizens benefiting from the exceptional production of cultural activities and the wealth of Montréal talent. It therefore aspires to improve the positioning of the work of Montréal creators by making more efficient use of digital technology as a promotion platform for its own programming, as well as the programming of the Accès culture network and its libraries. The Ville de Montréal would like to improve public awareness of its art collection, the awards presented to artwork and the awards it presents each year.

Montréal is the cultural heart of Québec and its vitality invigorates every region of Québec. The Accès culture network, in collaboration with the Association des diffuseurs culturels de l'île de Montréal, is an active member of the Board of Directors of the Réseau indépendant des diffuseurs d'événements artistiques unis (RIDEAU) which includes some 350 performance halls and festivals. The Accès culture network participates annually in the *Bourse RIDEAU*, the leading Francophone performing arts market in the Americas, and announces the winner of the *Prix Accès culture* at this event.

The municipal administration believes in the importance of working closely with its Québec regional partners. That is why the Mayor of Montréal seeks to give the regions renewed access to the metropolis by creating the *Maison des régions*. This venue will act as a showcase and facilitator of networking between companies in Montréal and the rest of Québec. Attention will be given to artists and cultural and creative entrepreneurs.

Montréal is also an active member of *Les Arts et la Ville* network, which includes Québec's municipal and cultural communities, as well as Canadian Francophone collectivities, primarily of Acadian origin. The network promotes the reinforcement of knowledge by sharing best practices as well as the cultural development of municipalities, particularly by advocating their adoption of *Agenda 21 for Culture*. The close ties Montréal maintains with several large Canadian cities will be strengthened after it joins the Creative City Network of Canada.

The Ville de Montréal has set an objective of a greater number of its citizens benefiting from the exceptional production of cultural activities and the wealth of Montréal talent.

The Ville de Montréal will remain very active in international bodies where cultural development issues are discussed. Within them, it shares its expertise, draws inspiration from best practices, and creates partnerships and business opportunities for the cultural community.

Internationally, Montréal is a member of several major associations where cultural development issues are discussed. This means it has privileged access to decision-makers of other great metropolises, paving the way to collaboration and business opportunities to the benefit of the Montréal cultural community.

- The Association internationale des maires francophones (AIMF) includes 272 French-speaking cities and national associations of local governments in about 50 countries. Montréal has been active in the AIMF since its founding in 1979. The Mayor of Montréal sits on its Executive Board.
- A UNESCO City of Design, Montréal is part of the UNESCO Creative Cities Network, composed of 116 members in 54 countries. Cooperation has also been developed among the 14 cities in the world that have taken up the concept of the *Prix Commerce Design Montréal*, created by the Ville de Montréal to encourage merchants to entrust the design of their establishments to professionals.
- United Cities and Local Governments (UCLG) includes local government associations in 136 countries and a great many cities. Montréal has been a member since 2004 and held the vice-presidency from 2010 to 2015. UCLG has actively promoted the idea of culture as the fourth pillar of sustainable development, particularly through *Agenda 21 for Culture*, to which Montréal has adhered from the beginning. The Mayor of Montréal is also the president of Metropolis, the UCLG section bringing together cities and metropolitan areas with over one million inhabitants. In 2017, Montréal hosted the Metropolis World Congress.
- The World Cities Culture Forum (WCCF) was established by the Mayor of London on the occasion of the 2012 Olympics. It brings together 32 cultural metropolises on five continents. Montréal was invited to be part of the Forum in 2013. The Forum has adopted a rigorous methodology. The performance of the member cities is evaluated according to a comparative analysis tool that promotes the pooling of experience and lessons learned. It recognizes Montréal's expertise and know-how.
- The International Federation of Library Associations and Institutions (IFLA) has 1,500 members in more than 150 countries. The Metropolitan Libraries Section (MetLib), for cities with 400,000 or more inhabitants, is particularly active. Montréal hosted the annual MetLib Conference and its thousands of participants in spring 2017.

The Ville de Montréal will remain very active in international bodies where cultural development issues are discussed. Within them, it shares its expertise, draws inspiration from best practices, and creates partnerships and business opportunities for the cultural community.

The metropolis extends its influence abroad through its many artists, but also through the international reach of the organizations promoting and presenting our creators, such as Piknik Électronik and the MUTEK International festival of digital creativity and electronic music, founded in Montréal, and then organized using the same formula in Barcelona, Lisbon, Tokyo, Dubai, Melbourne and other cities. The CINARS International Exchange for the Performing Arts, the TOHU circus arts centre and the Association nationale des éditeurs de livres (ANEL) also have an active and well-known international presence. Montréal can also take pride in the fame of some of its best restaurants, chefs and sommeliers who, over the years, have won awards and recognition in international rankings.

Cultural tourism is another extremely promising discoverability vector for the metropolis. A study assessing the economic impact of culture on the tourism industry, conducted for Tourisme Montréal in 2015,⁸ showed that cultural tourists have a propensity to spend more than the average: the 2.3 million cultural tourists represented one quarter of the visitors, but 40% of the commercial room nights (5.7 million nights) and expenditures of \$1.1 billion, slightly less than half of total tourist spending. In a proportion of 95%, they say they are very satisfied or satisfied with their experience. Festivals and museums especially contribute to Montréal's attractiveness.

The culinary diversity of the metropolis, reflecting the know-how of its best chefs and multiple communities, contributes strongly to the cultural discovery experience and its attraction. Montréal ranks at the top of the list of North American cities with the greatest number of restaurants per capita. With over 5,000 establishments, the city offers an impressive choice of regional and national cuisines. Its multifaceted, culturally blended cuisine, both traditional and modern, contributes strongly to its distinctive signature as a first-class cultural destination.

The municipal administration is very proactive in developing cultural tourism and collaborates closely with Tourisme Montréal and the ministère de la Culture et des Communications du Québec. This cooperation led to the production, in 2010, of a first *Cultural Tourism Development Plan*, renewed for the 2014-2017 period. Nearly 80% of its actions have been carried out.

In particular, the Plan allowed the production of the following promotional tools:

- *More than 100 Works of Public Art in Montréal – 5 Tours to Discover*, a public art map distributed free of charge;
- *The Guide to Creative Montréal - 10 tours through the City's cutting-edge arts scene*, in partnership with publisher Ulysses Travel Guides;

The metropolis extends its influence abroad through its many artists, but also through the international reach of the organizations promoting and presenting our creators

⁸ Renforcer la connaissance et la perception de la culture comme levier économique par l'industrie touristique, September 2015, Tourisme Montréal.

- *Art public Montréal*, a website dedicated to showcasing 1,000 works located throughout the city;
- *Passeport MTL culture*, bringing together 31 partners, which saves its users money on a wide range of popular cultural activities, as well as on travel thanks to integrated transit passes.

Three partners supported the creation of La Vitrine culturelle, which has become the central information showcase both for tourists and for Montrealers: Société de transport de Montréal (STM), Tourisme Montréal and Bureau du taxi de Montréal. The Ville de Montréal is working on the development of the Montréal à pied (MAP) pedestrian signs project, which will meet the need frequently expressed by cultural organizations and the public for better identification of the locations of public and private cultural and heritage attractions. MAP will offer an experience worthy of a smart, first-class cultural and design metropolis. With the support of its partners, the first MAP terminals will be installed in 2018 in Old Montréal and deployed citywide in the years ahead.

For the 2017-2022 period, the municipal administration's combined actions to promote the renown and discoverability of artists and works seek to:

Rely on national and international networks to extend the renown of the Montréal brand, and the creations and know-how of artists and cultural and creative companies.

Priorities:

- **Develop a strategy to enhance and promote the city's local cultural products and the discoverability of Montréal artists;**
- **Collaborate with partners, primarily the Bureau des relations internationales, to increase Montréal's outreach and branding abroad.**

For the 2017-2022 period, the municipal administration's combined actions to promote cultural tourism seek to:

Position Montréal as a cultural metropolis.

Priorities:

- **Develop, intensify and enhance what is offered by cultural quarters, festivals, museums, public art, design, gastronomy and religious heritage;**
- **Showcase and structure Indigenous cultural products, beginning in 2017.**

9.4 OBJECTIVE 4 Support the Conseil des arts de Montréal as the front-line partner of the Cultural Development Policy

The Conseil des arts de Montréal (CAM) plays a fundamental role throughout the Montréal arts ecosystem. Seeking excellence and innovation in professional artistic creation, production and dissemination, the CAM has an on-the-ground presence, allowing it to identify emerging artists, and offer backing, recognition and support to artists and organizations.

Every year, some 420 organizations and collectives benefit from its support, both for particular projects and in the form of multi-year assistance to operations. They are also offered funding to develop exchanges with foreign partners, contributing to the renown of Montréal's artistic creativity.

The CAM is a pioneer in the promotion of cultural diversity, through its programs promoting the participation of Indigenous artists and artists from cultural communities in grant competitions and their inclusion in professional tours. In five years, the CAM was able to double the number of culturally diverse organizations and collectives it supports. It will continue to invigorate this effort, together with the other organizations engaged in promoting this diversity: DAM (Diversité Artistique Montréal), MAI (Montréal, arts interculturels), Vision Diversité and ELAN (English-Language Arts Network).

Among the CAM's main priorities is customized support for emerging artists. It has also created the ORAM program, *Outiller la relève artistique montréalaise*, to equip Montréal's emerging artists.

The CAM has developed a model of support for the arts that goes beyond regular grant programs. Through its ability to involve other partners, its actions provide an accelerating boost to Montréal's arts organizations and their projects. The citywide initiatives developed in partnership comprise three forms of assistance: the *Conseil des arts de Montréal en tournée* program (touring program), in partnership with the Accès culture network, supporting the presentation of works in every Montréal district; the *Creation Residency Program*, providing artists with conditions conducive to experimentation; and the *Des ponts culturels, d'une rive à l'autre* project, which creates close contacts among artists, citizens and the greater metropolitan region. This project was made possible with the collaboration of the Conseil des arts et des lettres du Québec, the Conseil des arts de Longueuil and Place des Arts.

The Conseil des arts de Montréal (CAM) plays a fundamental role throughout the Montréal arts ecosystem.

In cultural philanthropy and patronage, the CAM is a leading partner for arts organizations. Its efforts are designed to equip them better to strengthen their ties with the business community. The CAM is also deeply involved in the dynamics of rapprochement among cultural entrepreneurs, artists and arts organization executives. One example is the *Programme de parrainage fiscal* (Fiscal sponsorship program), which allows arts organizations to benefit from advantageous tax status from the CAM to help them in their private fundraising. The participating organizations benefit in return from larger grants.

One of the CAM's great strengths resides in the close relationships it maintains with the artistic milieu. Over 80 professional artists and cultural workers sit as volunteers on its Board of Directors and its evaluation committees for artistic creation grant applications. This means the CAM is listening to the changing needs of the Montréal arts professional community and has the flexibility needed to adjust its programs rapidly.

The CAM has initiated discussions on its avenues of intervention for the 2020 horizon: it seeks to adapt its support model to the Montréal community's new modes of artistic creation and the new modes of cultural participation made possible by digital technology. This effort will be conducted in the context of the new *Cultural Development Policy* and in a concern for coherence and complementarity with the actions of the Service de la culture.

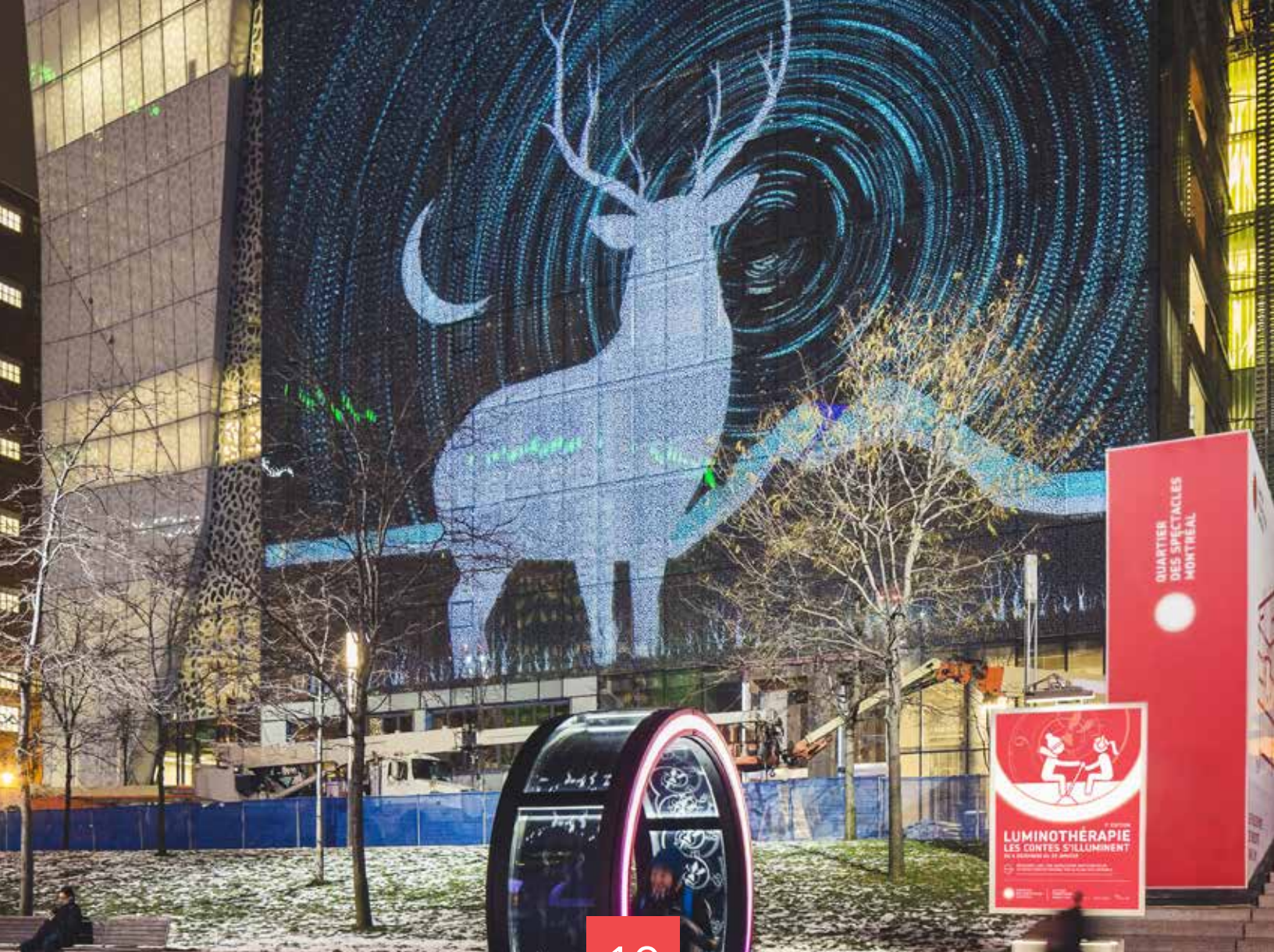
The municipal administration plans to continue its commitment to the Conseil des arts de Montréal so that it continues its mission of identification, backing and support with a view to excellence and innovation in the professional artistic creation, production and dissemination.

For the 2017-2022 period, with a view to strengthening the Conseil des arts de Montréal as a front-line partner, municipal priority actions are designed to:

Support the Conseil des arts de Montréal (CAM) in its mission of identification, support, backing and recognition, with special emphasis on strategic priorities for emerging artists, diversity and development of cultural philanthropy.

Priority:

- **Review the programs of the CAM and the Service de la culture and ensure coherent action and determinative complementarity.**



Loop by Ekumen, created by Olivier Girouard, Jonathan Villeneuve and Ottoblix, in collaboration with Générique Design, Jérôme Roy and Thomas Ouellet Fredericks – Photo credit: Ulysse Lemerise

10

Second cross-cutting theme:
Using digital technology to enhance
the citizen cultural experience

A place that will facilitate citizen encounters where technology and digital creation become the pretext for this rendezvous, embodying the High Tech/High Touch principle.

Already recognized for its effervescence in digital technologies, the municipal administration has set the objective of becoming a leader among smart cities. Culture has the potential to significantly contribute to this major development for quality of life. Digital technology promises new modes of creation, narration, collaboration and access to the arts and culture that are still barely imaginable.

A *smart* city will allow Montréal to become a space for experimentation in support of cultural, social and economic development. A place that will facilitate citizen encounters where technology and digital creation become the pretext for this *rendezvous*, embodying the High Tech/High Touch principle. A meeting place where all partners will be called upon, particularly Montréal's knowledge institutions. By integrating the most recent technological advances into its designs for public spaces and cultural facilities, the municipal administration will create the conditions conducive to an exceptional cultural experience, both for creators and for citizens. It will foster connections between the arts and knowledge communities and the cultural and creative industries.

Consequently, the 2017-2022 *Cultural Development Policy* proposes to think of the city as an incubator conducive to experimentation. The goal is clear: free the creative potential of citizens and cultural and creative stakeholders throughout the city. Montréal wants culture to develop organically and sustainably, based on the proliferation of initiatives in digital creativity.

The digital footprint is unavoidable. The municipal administration will affirm its leadership in this field by mobilizing its partners so that an evolving vision of Montréal, Cultural Metropolis capitalizes on its advantages to consolidate its status and remain one of the world leaders in digital creativity.

Over the next five years, the municipal administration will pursue two objectives:

10.1 OBJECTIVE 1 **Position Montréal as a leader in digital creativity by developing and consolidating this niche of excellence**

Digital creation has been a force in Montréal for decades, particularly due to the pioneering work of the National Film Board of Canada (NFB), which has some of the first computer animated films to its credit. This know-how has influenced every field of artistic activity. Several of our artists and creative companies are known internationally for their ability to create completely new experiences through the fusion of the arts and technology. Think of the Lemieux-Pilon 4d art shows, which combine the real with the virtual, performing arts and multimedia; the artist Rafael Lorenzo-Hemmer; Pixmob, which stands out for its technological interventions during major events; Rodeo FX, which stands out for its exceptional visual effects; the films of Félix + Paul in virtual reality.

Montréal's position as a leader in digital creativity is also due to the international renown of cultural organizations. The Société des arts technologiques (SAT) has developed a vast international network which extends its activities in digital research and presentation of immersive shows; it will participate in the development of the new digital vision of the Théâtre Gaïeté lyrique in Paris. The Perte de signal art centre offers creative residencies for international artists whose digital works are influential worldwide. The Phi Centre is a multidisciplinary arts and culture hub, at the crossroads of art, film, music, design and technology. Printemps numérique (Montréal Digital Spring), is a place for collaboration among digital artists, the industry and the scientific community and a showcase for their productions. The International Digital Arts Biennial of Montréal offers an eclectic palette of local and international contemporary works and artists, entirely dedicated to digital art.

The Quartier des spectacles is a space for experimentation in digital creativity unique in the world, thanks to the technical resources of the Urban Digital Laboratory (UDL), made available to creators, festivals and events. The UDL is deployed through a fibre-optic network, allowing central remote control of specialized equipment for public use (fountains, cameras, sound equipment, fog machines, lampposts, etc.), and video projection on eight building facades. The Quartier des Spectacles is a veritable laboratory for complex projects integrating interactive dimensions or linking indoor and outdoor spaces.

The Quartier des spectacles Partnership is an active member of Lighting Urban Community International (LUCI), which discusses the most recent developments in livening of urban settings through the lighting of spaces and buildings. The Partnership is also one of the first members outside of Europe, along with the MUTEK Festival, of the Connecting Cities Network, which focuses on the dissemination of digital art in public space. It is also one of the most active members of the Montréal-based Global Cultural Districts Network (GCDN), which is interested in the future of cultural quarters in urban centres.

The challenges posed by digital technology and the possibilities it offers the cultural community are numerous and complex, both in the chain of production and dissemination, as well as in the processes of creation and preservation of digital heritage. They have such a determining influence that all partners are mobilizing. The federal and provincial governments recently initiated vast public consultations to adjust their cultural policies. The Conseil des arts de Montréal has stimulated concerted action among partners in the multimedia and digital arts industries by creating the *Table du Numérique* (Digital round table). The municipal administration will support the cultural community and exercise leadership to consolidate and bring together these co-operative groups, in order to ensure the coherence of the visions and actions in Montréal.

For the 2017-2022 period, concerted municipal actions in the digital field seek to:

- Confirm, by 2020, Montréal's position as one of the world's leaders in digital creativity.

Priorities:

- Stimulate and support the consolidation of the digital creativity sectors;
- By 2020, facilitate the deployment of a landmark event increasing the renown of this sector's stakeholders;
- Use the public spaces of the Quartier des spectacles as places for innovation and experimentation, where the development of digital creativity is maintained as a priority;
- Stimulate the integration of digital arts and new technologies into the museum network.

For the 2017-2022 period, concerted municipal actions with regard to venues seek to:

Help maintain the competitiveness of private venues that play a primary role in providing access to various cultural expressions and the development of artists.

Priorities:

- Implement an assistance program for the digital upgrade of private performance halls;
- Proceed, by 2022, with the digital upgrade of performance halls in the Accès culture network according to the *Plan directeur des équipements culturels* (Master Plan for Cultural Facilities).

10.2. OBJECTIVE 2

Provide determinative stimulation for the launching of spaces for research and encounters with the public to act as incubators and accelerators for cultural and creative companies, talents and ideas

With its universities, research centres and colleges, Montréal is a knowledge-based city. Veritable wellsprings of talent, these knowledge institutions are very active in their research and development mission. Artist-run digital arts centres also act as research spaces and discovery labs for creators and the public. The research conducted by this group of institutions contributes to the advancement of disciplines, particularly in the digital field. Scientific and technical culture is now an integral part of the Montréal cultural landscape. Many accelerators and incubators have emerged, such as Notman House and Execution Labs. Montréal's position as a leader in digital creativity will benefit from close collaboration between the cultural and knowledge communities and the industries that have given Montréal its unrivalled status in the video game and visual effects sector.

Montréal has every characteristic to be in the avant-garde: the scientific culture has a structured network and the artistic community is flourishing. All that remains is to facilitate the alignment and synergies among all these stakeholders. The Eurêka! festival is evidence of this potential, as are the collaborations of Cœur des sciences of Université du Québec à Montréal (UQAM) with Opéra de Montréal and the Union des écrivaines et des écrivains du Québec (UNEQ).

The Quartier de l'innovation (QI) is a successful example of this networking among the arts, the universities and the cultural and creative industries. Establishment of this "innovation quarter" in 2009 was part of an approach started by the École de technologie supérieure (ÉTS) and McGill University, which then was joined by UQAM and Concordia University, as well as several private sector partners. The QI organization adopted the double mission of stimulating the deployment of conditions conducive to a world-class ecosystem, promoting economic and social innovation as well as artistic and cultural diversity, and consolidating Montréal's international position as a creative city. Two remarkable initiatives have contributed to this. Firstly, the implementation of Fab Labs creation and fabrication laboratories and makerspaces, under the leadership of the community organization Communautique. Secondly, implementation of the social enterprise laboratory Le Salon 1861, resulting from the involvement of the private and public sectors, with the goal of giving a new use to Église St-Joseph by transforming it into an entrepreneurial mutualization space stimulating synergies and innovative projects. Since 2013, the municipal administration has supported development of the QI by providing financial aid and transferring the former Dow Planetarium to ÉTS, which will transform it into a creativity hub and innovation showcase.

With its universities, research centres and colleges, Montréal is a knowledge-based city. Veritable wellsprings of talent, these knowledge institutions are very active in their research and development mission.

The municipal administration firmly believes in the role of libraries as places for learning digital culture.

The municipal administration firmly believes in the role of libraries as places for learning digital culture. This is why it offers access to collections and training in the field. The design of a 21st-century library meets the requirements of a society whose future depends on knowledge. It is therefore essential to strive to reduce the digital divide. The action of libraries, through digital literacy, is essential to the pursuit of this objective.

Cultural mediation workshops focusing on digital arts and new information technologies offer an entertaining means to the development of technological competencies, an essential advantage for tomorrow's workers.

The municipal administration will develop the potential of the Public Libraries Network so that libraries become essential places for familiarization with the new digital tools specific to a digital and smart city. Libraries will increase existing activities to become spaces that:

- Talk about innovation;
- Integrate the Fab Labs, creation and fabrication laboratories where the ideas of tomorrow's entrepreneurs and creators are born;
- Incorporate technologically advanced tools into their equipment, such as 3D printers;
- Promote digital creation.

The integration of a cutting-edge media laboratory into the project for the conversion of Bibliothèque Saint-Sulpice into a library specifically dedicated to adolescents is part of this evolution. This project is being developed by Bibliothèques et Archives nationales du Québec (BANQ), in collaboration with the Ville de Montréal and the ministère de la Culture et des Communications.

For the 2017-2022 period, the municipal administration's combined actions to provide determinative stimulation for the launching of research spaces seek to:

Priorities:

- Support the cultural mediation initiatives designed to stimulate the public's participation in the development of digital culture;
- Ensure a high-level digital and technological environment in the Public Libraries Network by 2022, guaranteeing user-friendly services by developing digital and technological literacy, particularly through the implementation of creation and fabrication laboratories (Fab Labs) and workshops.



6th edition of *Festival Marionnettes Plein la rue* on Promenade Wellington in Verdun, August 2016 –
Photo credit: J-M Seminario

11

Third cross-cutting theme:
Living together, embodied
in cultural quarters

If Montréal were to adopt a life code with only one principle, this would certainly be living together harmoniously. Living together for Montrealers of all origins, in every borough, is the great privilege of living in harmony. The Francophone metropolis of the Americas and a northern city, Montréal proudly displays its diversity, enriched by the historical presence of Indigenous peoples and by the contributions of the Anglophone and cultural communities.

However, issues of inclusion and equity remain present in many spheres. Knowledge and recognition of the other, the meeting of plural identities and multiple realities still raise many challenges. This is especially true for professional artists from the cultural communities. However, such meetings contribute to the collective construction of our living environments.

Culture is the universal language that allows the creation of communities that are both strong and open to contributions by others. It makes a remarkable contribution to the sharing of this collective wealth by promoting social cohesion and social innovation. The Montrealers who turn out for festivals and events in large numbers know how strong the sense of belonging and pride can be when it is shared.

Living together harmoniously is nurtured by a rich cultural experience, by and for all citizens. This cultural experience, anchored in their living environment, can stimulate their involvement. It seeks to ensure that everyone, regardless of their gender, origin, religion, language or functional disabilities, has the same right to be both a spectator and cultural actor, to access it and participate freely in it. For citizens, having access to a flourishing and diversified local culture, representative of the artists' singular vision and present in their everyday life—at home, at school, on commercial arteries, at work or in the parks—is a great collective resource that represents a major contribution to their quality of life.

The municipal administration undertakes to support each individual's personal and cultural growth and reaffirms the importance of promoting and enhancing the French language in all boroughs. It relies on the power of culture and the arts to consolidate this special Montréal characteristic of living together harmoniously, and to find innovative solutions to the challenges related to it. Over the next five years, the *Cultural Development Policy* will be part of the perspective of cultural citizenship and democratization and will pursue three objectives.

Living together harmoniously is nurtured by a rich cultural experience, by and for all citizens. This cultural experience, anchored in their living environment, can stimulate their involvement. It seeks to ensure that everyone, regardless of their gender, origin, religion, language or functional disabilities, has the same right to be both a spectator and cultural actor, to access it and participate freely in it.

11.1 OBJECTIVE 1 Continue the responsible development of cultural quarters

Cultural quarters are considered to be the manifestation of the *savoir-faire* of the communities that shaped them. Each district's identity is strongly defined by the architecture of its buildings, landscapes and living heritage, enriched by the community's contribution. Montréal enjoys notable advantages in this regard, which distinguish it from many other North American cities. Its singular history is reflected in the forms of its natural and built heritage, which are today's witnesses to its past.

The municipal administration is well aware of its responsibility to ensure a balance between preservation of memory traces and development adapted to the requirements of modern life, while mindful of the fragility of the natural ecosystems. Its actions are guided by the will to offer Montrealers living milieus that respect the natural and cultural landmarks of their history and their identity, while preparing for the future from a perspective of integrated and sustainable development.

The measures taken by the municipal administration to strengthen cultural citizenship, participation and involvement depend, in particular, on its ability to act on development projects by integrating a strong cultural signature. Municipal actions must be strongly rooted in its territory, a laboratory for identity creation and dissemination, where each action is conceived as a manifestation of cultural citizenship.

The 2005 *Cultural Development Policy*, deployed in the spirit of *Agenda 21 for Culture*, emphasized the development of cultural hubs, the objective of which was to *enrich Montrealers' art, culture and heritage experiences, not only downtown, but throughout the discovery of their city, and strengthen Montréal's attraction as a cultural metropolis, in respect for the personality and living framework of the targeted urban areas.*

In fall 2011, the public consultation of the *Commission sur la culture, le patrimoine et les sports* generated a consensus around an integrated vision of cultural development based on cultural quarters. In summer 2013, City Council adopted the Implementation Plan for Cultural Quarters with five main guidelines:

- Arts and culture form one of Montréal's main strengths, and constitute an essential dimension of the quality of our living environments;
- The boroughs are in charge of the building and development of their cultural quarters;
- The urban planning and cultural implications of the cultural quarters project are of undeniable importance;
- The boroughs and the central-city departments involved must support, in a concerted way, the initiatives coming out of the cultural quarters;
- The quality and cultural vitality of living environments depend on the growing presence and involvement of artists, creators and organizations in various spheres of activity in the boroughs, and even more so, in the cultural quarters.

The cultural quarters are defined as living environments in which a concentration of local cultural and artistic services and activities can be found. Synergies and development dynamics are created among the stakeholders interacting in these distinct neighbourhoods. These realities are experienced differently depending on the borough. Each borough has its own particularities and faces its own challenges. Access to the St. Lawrence River waterfront in Pointe-aux-Trembles or Verdun, like the high concentration of artists in Plateau-Mont-Royal, influence local cultural dynamics.

The development of a local cultural action plan is a direct consequence of the creation of cultural quarters. These action plans adopted by the boroughs are inspired by the *Cultural Development Policy* and the municipal Action Plan, while reflecting local realities. The Plateau-Mont-Royal and Rosemont–La Petite-Patrie boroughs were the first to adopt their action plan. Plans are in preparation in several other boroughs. The Accès culture network and the libraries are also key players in the deployment of cultural quarters. The municipal administration seeks to intensify synergies between these municipal cultural sites and the other pillars—schools, businesses, community spaces and private venues.

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The role of elementary and secondary schools, cegeps, universities and professional art schools is just as important. These institutions are strongly rooted and active in their district.

Deployed in the various districts, the Montréal cultural experience reaches a greater number of citizens. It brings the district's inhabitants together around an emblematic venue. It can surprise citizens on a street corner or in a lane with an artistic activity organized among neighbours; with the presence of artists or cultural institutions on commercial arteries; with the integration of culture and the arts in the design of buildings, public places and parks. The cultural experience also involves food. Montrealers' great gastronomic curiosity is manifested in the grocery store, on restaurant menus, and in the popularity of urban agriculture and community gardens, where citizens of all origins can be found.

Local cultural and creative actions play a crucial role in the identity and vitality of local commercial arteries. An entire lifestyle develops around institutions and public or private cultural venues. When the Théâtre St-Denis is sold out, the restaurants of the Quartier Latin are full. Cinéma Beaubien's cultural products enliven Parc Molson in the Rosemont–La Petite-Patrie borough, while the Théâtre Outremont energizes Rue Bernard.

The commercial development corporations have understood this. Many of them offer a cultural program in the district's image, contributing to its liveliness, shaping its personality and, above all, generating traffic. In 2010, Rue Wellington, in the Verdun borough, created the Festival Marionnettes Plein la rue. Every summer, Plaza St-Hubert attracts nearly half a million visitors to its Festival Atmosph'air, featuring popular alternative theatre groups.

The relationships and dynamics among citizens, the cultural and creative community and merchants play a determining role in the vitality of the districts. This arts-business synergy attracts residents from other neighbourhoods, who discover their city's richness. Viewed from this angle, the cultural quarters offer a tourist potential that has not been fully exploited.

The role of elementary and secondary schools, cegeps, universities and professional art schools is just as important. These institutions are strongly rooted and active in their district. With their networking with the libraries and Accès culture network and with local cultural and community institutions, they become spaces for cultural mediation and audience development. This synergy and openness reinforces and develops Montrealers' cultural citizenship.

Citizen cultural mobility is one of the conditions of their cultural participation, which the municipal administration would like to see deployed citywide. Public transit and active transportation play a vital role in the success of cultural quarters and metropolitan sustainable development, by reducing the carbon footprint. The STM transports residents directly to where the events are held. This relationship is particularly strategic for events extending beyond service hours, such as Montréal's all-night event *Nuit blanche* during Festival Montréal en lumière. The use of Montréal's BIXI bike-sharing service, the creation of a growing number of public spaces, and the development of pedestrian malls and shared streets, promote cultural mobility and the discovery of cultural quarters.

The identification of cultural and heritage attractions with dynamic signage is another way to support greater citizen cultural participation. The municipal departments Service des transports, Service de la culture and Service des communications collaborate in the implementation of the interactive pedestrian terminals project, *Montréal à pied* (MAP), which will be deployed throughout the city starting in 2018. MAP will supplement existing discovery tours, such as *Guide to Creative Montréal - 10 tours through the City's cutting-edge arts scene*, published by Ulysses Travel Guides, and the map *More than 100 Works of Public Art in Montréal – 5 Tours to Discover*. Promenade Fleuve-Montagne, the river-to-mountain walkway inaugurated in 2017 for the 375th anniversary of Montréal, was the very first. This 3.8-kilometre route, which runs from the Pointe-à-Callière Museum to the foot of Mount Royal, allows its users to symbolically walk in the footsteps of Jacques Cartier. It showcases several public artworks combining digital art with virtual interventions. The work, offered to the Ville de Montréal on the occasion of its 375th anniversary by 100 young patrons of the Brigade Arts Affaires de Montréal (BAAM), is one of the Promenade's points of interest and will be exhibited at the McTavish site.

Citizen cultural mobility is one of the conditions of their cultural participation, which the municipal administration would like to see deployed citywide.

For the 2017-2022 period, the concerted actions of municipal departments for the development of cultural quarters seek to:

Continue the implementation of cultural quarters, as well as their artistic and commercial development, around cultural facilities, libraries, creative places, production sites and venues.

Priorities:

- Integrate cultural quarters into the municipal Urban Plan and encourage the boroughs to do likewise in their environment;
- Promote the involvement and participation of local organizations and citizens in the development of their cultural quarter;
- Work together with the Service du développement économique to integrate culture and cultural institutions into the development of commercial arteries;
- Ensure an integrated approach to the development of commercial quarters, projects for the enhancement of heritage attractions and the creation of municipal, government and private cultural facilities;
- Promote the implementation of identity, physical and digital initiatives that will consolidate the cultural quarters.

11.1.1 MUNICIPAL CULTURAL FACILITIES

The Ville de Montréal allocates a substantial share of its resources to the development of a public network of quality cultural infrastructure. It manages and maintains the Maisons de la culture (cultural centres), a network of 45 libraries in 19 boroughs, and the various presentation and creation venues it owns. This priority is a way to improve access to culture. The construction of cultural facilities will continue with concerted action within the Forum des équipements culturels, the cultural facilities forum that brings together the municipal administration, the ministère de la Culture et des Communications du Québec, the Department of Canadian Heritage, the Conseil des arts de Montréal, the Conseil des arts et des lettres du Québec and the Canada Council for the Arts.

The first municipal Urban Plan, adopted 25 years ago in 1992, was the first time culture was integrated into municipal urban development targets. Among other issues, it addressed the consolidation and development of intramural and extramural cultural facilities and venues, the consolidation of the network of district cultural facilities, better visibility of cultural activities and facilities, and the implementation of cultural production sites. Current questions, such as artist studios, hosting major events,

assistance to film shoots and cultural signage, were also addressed in the Plan. Since then, Montréal has continued to integrate a strong cultural signature into its land use planning. It has done this in concert and with the support of the federal and provincial governments.

Today, municipal facilities have multipurpose uses that combine cultural, community and sports functions by offering integrated environments that better meet citizens' expectations. A public library project can integrate multipurpose rooms, which can also be used for cultural and socio-community purposes, becoming a blended cultural place. The first inter-borough library, shared by Montréal-Nord and Ahuntsic, will open in the next few years. The Ville de Montréal considers this a trend that should be encouraged. This project, like those combining library and cultural centre functions, is evidence of the municipal will to create local facilities that meet the public's needs.

It is essential that the development of the Montréal cultural infrastructure network be coordinated with development projects for public spaces from the design stage. Bibliothèque Marc-Favreau in the Rosemont–La-Petite-Patrie borough is a perfect example of successful integration with adjacent public spaces, including Parc Luc-Durand, named in memory of Marc Favreau's partner in the Sol et Gobelet comedy duo. This is the first park in Canada to be equipped with an outdoor improv comedy rink. The library, located next to the Rosemont metro station, is an important anchor point of the district's identity and contributes to the traffic at nearby private art galleries, bookstores, bars and restaurants.

Neighbourhood reappropriation projects that involve the cultural community, artists and residents are opportunities to stimulate cultural citizenship. The municipal administration provides support to initiatives for revitalization of atypical municipal buildings and abandoned urban spaces. For example, the former Wellington Control Tower will be transformed by a collective of cultural organizations into a cultural incubator, with an exhibition hall dedicated to the urban experience. The former Saint-Michel public bathhouse will be converted into a laboratory for exploration of contemporary, experimental and interdisciplinary artistic practices. Village au Pied-du-Courant is an example of revitalization of an abandoned space. Every year, a temporary beach is created on the Fullum snow dump site at the foot of the Jacques-Cartier Bridge to offer a program showcasing the next generation of Montréal performers. The Ville de Montréal seeks to multiply the number of innovative activities. Other atypical properties could be made available to cultural organizations, including buildings no longer used by the health and education networks.

Today, municipal facilities have multipurpose uses that combine cultural, community and sports functions by offering integrated environments that better meet citizens' expectations.

The integration of artworks into public spaces and municipal buildings is another vector of cultural democratization.

For the 2017-2022 period, the concerted actions of municipal departments regarding municipal cultural facilities seek to:

Promote the better integration of cultural functions, and increase attendance and citizen appropriation.

Priorities:

- **Define a master plan for the development, restoration, upgrade and creation of cultural facilities throughout the city;**
- **Continue to hold competitions and maintain the objective of excellence in design and architecture, with a view to quality, and the creation of a sustainable high-quality legacy for Montrealers.**

11.1.2 PUBLIC ART

The integration of artwork into public spaces and municipal buildings is another vector of cultural democratization. Public art strengthens the unique personality of cultural quarters through the presence of landmarks that humanize urban space through an encounter between passers-by and a work expressing an artist's creative vision. Public art is a powerful vehicle for the promotion of Montréal, Cultural Metropolis. The website *Art public Montréal*, developed by the municipal administration in collaboration with Tourisme Montréal,⁹ seeks to make the rich collection better known by proposing thematic, historical and entertaining tours.

In 1989, Montréal began to close a significant gap with other North American metropolises by adopting an initial action plan and a Bureau d'art public. In 2010, adoption of an intervention framework allowed better planning of the integration of permanent and ephemeral works into design plans. The municipal collection includes more than 320 public artworks distributed throughout the city. The pieces reflect the different periods during which the collection was constituted, beginning in the 19th century. It was greatly enriched following the adoption by the gouvernement du Québec in the early 1960s of the *Politique d'intégration des arts à l'architecture et à l'environnement* (Policy of integrating art into architecture and the environment) requiring that 1% of the budget for construction of a public building or development of a public site be allocated to the inclusion of art. In addition to the 320 works of the municipal collection, an inventory conducted in 2013 identified more than 1,000 works belonging to public, institutional and private bodies, such as the important collection of murals and stained-glass windows in the Montréal metro.

⁹ This project is part of the Cultural Tourism Development Plan, made possible by the Entente sur le développement culturel de Montréal between the ministère de la Culture et des Communications and the Ville de Montréal.

The municipal administration encourages developers and property owners to integrate public art. The magnificent work entitled *Autoportrait* by Nicolas Baier, which can be admired at Place Ville-Marie, is a fine example.

Montréal can count on a long tradition of mural art. The movement was born with the Escouade de la Muralité in the 1970s and continues today with the productions of MU, the International Under Pressure Graffiti Festival and the Mural festival. The Service de la culture and the Service de la concertation des arrondissements collaborated on the creation of the Mural Art Support Program.

In the years ahead, Montréal will devote part of its efforts to the integration of public art into the city's entrance points as an assertion of its mission as a cultural metropolis. The first contemporary art installation *Vélocité des lieux*¹⁰ has been placed at the very busy intersection of Boulevard Pie-IX and Boulevard Henri-Bourassa. Others are planned in the Quartier des spectacles, Parc Frédéric-Back and the new Bonaventure city gateway. The redesign of this key urban axis provides for public art investments of \$2.8 million, in addition to major philanthropic donations.

The progress in public art is tangible. The municipal administration intends to intensify its efforts to increase the number of public artworks in the city, support the production of temporary and ephemeral works, and increase the presence in the municipal collection of works by artists with an international reputation, while continuing to promote Québec and Canadian artists. It will also increase involvement of companies and foundations in the support of public art, and better publicize its collection.

For the 2017-2022 period, the concerted actions of municipal departments related to public art seek to:

Continue efforts to enlarge the municipal collection and deploy public art citywide.

Priorities:

- **Complete implementation of the Framework for Action in Public Art by 2022;**
- **Stimulate the initiatives of private companies and art sponsorship;**
- **Continue the development of mural art and deploy specific programs to promote the production of temporary and ephemeral works.**

¹⁰ Work produced by B.G.L. (Jasmin Bilodeau, Sébastien Giguère, Nicolas Laverdière).



Pierre Blanchette artist studio, Projet Ste-Cath, Ateliers Créatifs
Montréal – Photo credit: Pierre Blanchette

The 2017-2022 Cultural Development Policy considers the presence of artist studios in the central districts as a priority avenue for the planning of cultural quarters in a sustainable development perspective.

11.1.3 ARTIST STUDIOS

The 2017-2022 Cultural Development Policy considers the presence of artist studios in the central districts as a priority avenue for the planning of cultural quarters in a sustainable development perspective. The 2005 Policy recognized the difficulty for artists to find housing and creation spaces at affordable prices in the districts most in demand, which as a result were diminished by their absence. The municipal administration took an initial action by granting funding to the *Chat des artistes* project, for the installation of 43 artist studios in an abandoned textile mill on Rue Parthenais. It then adopted an intervention framework associated with a \$12.8 million special assistance fund, which benefited from contributions from public, institutional and cultural partners. This Fund provided long-term access by artists to creation spaces totalling 28,000 square metres. Through the presence of artist studios in the central boroughs, the municipal administration has achieved several objectives:

- Healthful, safe and affordable spaces ensuring good working conditions for artists;
- Renovation, code upgrades and a new use for the buildings;
- District revitalization by encouraging collective ownership of studios by not-for-profit organizations, cooperatives and institutions.

District revitalization by the development of artist studios can generate an increase in real estate assessments, which puts pressure on artists' rents. The Ville de Montréal is aware of this issue and is considering ways to resolve it.



Micro Bibliothèque Montréal-Nord – Photo credit: Valérie Paquette

For the 2017-2022 period, the concerted actions of municipal departments with regard to artist studios seek to:

Continue the development of artist studios throughout the city and increase the number of square metres available.

Priorities:

- **Promote the emergence of new projects and move closer to the target of 100,000 square metres established in the Framework for Action in Public Art;**
- **Support the development of live-work artist studios;**
- **Review the business model to ensure the permanent availability of artist studios.**

11.1.4 DESIGN

The municipal administration is strongly committed to the quality of design, which has spurred it to invest in the promotion of this creative sector since 1991. The sector includes a pool of more than 25,000 professionals, all disciplines combined. By creating the position of Design Commissioner, the municipal administration of the time took an action that today can be qualified as visionary, because the *creative city* concept did not yet exist. Montréal took the lead and today is one of the most experienced cities with regard to development and positioning through design. During these 25 years, the municipal administration pursued

During these 25 years, the municipal administration pursued the same objective: apply design talent to the benefit of sustainable economic and urban development and a quality living environment, throughout the city.

the same objective: apply design talent to the benefit of sustainable economic and urban development and a quality living environment, throughout the city.¹¹

One of the characteristics of the municipal design strategy is that it is both multidisciplinary, by promoting all the design professions at the core of the municipal image and operations, and cuts across all the dimensions of Montréal's development:

- Cultural: cultural practices, material expression with a strong identity impact;
- Economic: market development, promotion and talent retention;
- Urban: land use planning and territorial attractiveness;
- Social: awareness building, citizen participation, social acceptability;
- International: networking and exchange of best practices.

The strategy developed by Montréal emphasizes three areas of intervention:

- Putting designers to work: retaining talents by giving them access to diversified and inspiring municipal commissions and offering them the opportunity to contribute to the improvement of their fellow citizens' life milieu;
- Adopting irreproachable conduct: setting the example as owner and manager of the public domain and encouraging the private sector to do likewise;
- Raising public awareness: developing the interest of citizens and private sector clients—and raising their requirements as a consequence. Democratizing the notion of design quality, which still too often is perceived as reserved for exceptional projects.

Obtaining the title of UNESCO City of Design in 2006 markedly accelerated the achievement of these objectives and enabled Montréal, in the space of 10 years, to rise from confirmed status as a City of Designers to the coveted status of City of Design. It is the only city to hold this status in Canada. Since then, Montréal has conducted 49 design and architecture competitions and workshops, out of which 23 projects have been completed and 12 are in progress. It has also conducted 14 creation

¹¹ *Rapport d'activités / Montréal, Ville UNESCO de design*, July 2016.

activities or creation workshops, particularly for future libraries. In 2016, Montréal marked the tenth anniversary of its designation as a UNESCO City of Design, which UNESCO had just renewed by citing Montréal as an example for the quality of its 2012-2015 evaluation report.

Since the adoption of the *Montréal, Cultural Metropolis, 2007-2017 Action Plan*, the municipal administration has aimed for excellence in architecture and design in all its projects, having generalized the competition-based selection process for the best proposals from here and abroad. This quality objective, particularly achieved for libraries, now is extended to other types of municipal infrastructure, such as sports centres, public places, urban furniture and signage.

The municipal Bureau du design was created with the specific goal of establishing a coherent vision for municipal orders. In particular, since 2011, it has taken the initiative of offering institutional buyers a collection of gift items evocative of Montréal, UNESCO City of Design. The 2016-2017 edition of the CODE Souvenir Montréal catalogue (CODE is the acronym of City Of DEsign), launched in anticipation of the 375th anniversary of Montréal, offers more than 200 original objects created by 59 Montréal designers selected by request for proposals.

Montréal will continue to support design, an extremely dynamic sector of the metropolitan creative economy, which makes a significant contribution to the quality of life in cultural quarters and for citizens. The design improvements in public and private spaces have a direct impact on local commerce and, in addition, on district economic development. To this end, in 1995, the Ville de Montréal launched the Commerce Design Montréal awards to convince Montréal merchants and restaurant owners of the benefits of investing in the design quality of their businesses with the help of qualified professionals. This program was adopted successfully in several European, American and Canadian cities. To date, the municipal administration has granted 14 licences for this concept. In 2002, the determinative impact of Commerce Design on the revitalization of Montréal was rewarded with an Outstanding Achievement Award of the International Downtown Association. A second prestigious distinction followed in 2006, when the United Nations ranked this strategy as one of the 48 "Best Practices" selected among the 703 nominations submitted from 88 countries to the 2006 UN-Habitat Dubai International Award for Best Practices to Improve the Living Environment.

Since its International Colloquium *Unsitely! - Leveraging Design to Improve Urban Construction Sites!*, held in October 2014, and with the proliferation of repair work on commercial arteries, the Bureau du design has continued its support for commercial activity by using design as a construction site mitigation tool. Designers are invited to use their creative expertise to better design sites (delimit, direct, inform) and reduce negative impacts, while maintaining the accessibility of establishments and the attractiveness of the arteries.

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For the 2017-2022 period, the concerted actions of municipal departments regarding design seek to:

Promote quality, innovation, and emerging artists.

Priorities:

- As an exemplary city, stimulate design quality throughout Montréal by facilitating design competitions and deploying appropriate guidance mechanisms;
- As a laboratory city, embrace innovation and creativity, by serving as a test bench for innovative solutions and by being open to the risk of innovation when the situation allows;
- As a city of entrepreneurs, support the emergence and success of young designers through access to municipal projects, mentoring and partnerships.



La Cité des Hospitalières – Photo crédit: Denis Labine, Ville de Montréal

11.1.5 ENHANCEMENT OF TANGIBLE AND INTANGIBLE HERITAGE

The *2017-2022 Heritage action plan*, in accordance with the 2005 Heritage Policy, updates the role of the municipal administration and proposes four priority actions to be implemented by the Ville de Montréal and its partners over the next few years:

- Act as exemplary owners and managers;
- Ensure enhancement of vernacular heritage;
- Support adaptive reuse of identity buildings;
- Disseminate knowledge and encourage recognition.

Les Entretiens d'avril 2016, which brought together some 120 Montréal partners from various fields, marked the launch of the development of this action plan and provided direct inspiration for it.

Heritage conservation and enhancement are an essential dimension of the city's development and revitalization. An understanding of our heritage fuels responsible preservation of living environments and the design of projects rooted in the urban identity. Shared meaning assures the vitality of all Montréal districts, and especially cultural quarters.

Heritage is not frozen. It evolves thanks to the varied actions of the designers and creators who take it into account. As a result, the design of contemporary planning actions gains richness, authenticity and

Montréal will multiply the opportunities for pooling expertise with a cross-cutting approach that positions heritage at the heart of other development issues

relevance by relying on the *genius loci* of sites, from streets to public places and from parks to architecture projects. In Montréal, conservation of recognized heritage features is combined with sensitive, sustainable and innovative management of living environments.

Montréal will multiply the opportunities for pooling expertise with a cross-cutting approach that positions heritage at the heart of other development issues:

- Sustainable development: energy efficiency and morphology of the central districts;
- Culture: multiplicity of points of view on the appropriation of urban places by a diverse community and continuity of development of the sense of place by this community;
- Economic development: updating opportunities for enhancement and narratives - revitalization, urban projects, tourism;
- Design: architectural quality, utilization of the sense of place in project design, marriage of existing and contemporary elements;
- Social development: integrated and inclusive approach to urban development, recognizing the importance of the sense of place for resident populations;
- Urban planning: design of projects and land use pursuing the development of the Montréal identity.

Implementation of the *2017-2022 Heritage Action Plan* will call on the commitment and creativity of heritage stakeholders, who meet the challenges posed in the context of a society that has evolved considerably since the adoption of the Heritage Policy in 2005. It is only through this collective effort that the Montréal urban identity can be safeguarded and developed. The spirit of the Action Plan leads to a few key ideas:

- The municipal administration is a heritage leader. It will defend and promote it and will be proactive in addressing situations before they become problems. It will value a *genius loci* enriched by the multiple facets of Montréal's urban identity for the design of projects that participate in a strong cultural expression.

- In the digital age, information imposes itself as a leading resource, and the creativity that exploits it is a determining ingredient for a city's sustainable development. Montréal will ensure the dissemination of this knowledge of its urban identity and will participate in the creation of a collective intelligence of the natural and built heritage of the multiple living spaces of Montréal society.
- The municipal administration will encourage the development of urban planning methods and tools adapted to its position as a metropolis. Its actions will be based on the diversity of urban settings and societal transformations, and will be aligned with the vitality of civil society stakeholders in promoting heritage values as fertile sources of urban innovations.

Intangible cultural heritage

The municipal administration is sensitive to the importance of intangible cultural heritage in its identity, cultural and social dimensions. Heritage is a vector of inclusion and citizen participation, a creator of common meaning. All are essential to living together. It is a fundamental factor in maintaining cultural diversity in the context of growing globalization.

The *Convention for the Safeguarding of the Intangible Cultural Heritage*, adopted by UNESCO in 2003, conceives intangible cultural heritage—including the cultural objects and spaces associated with it—as a body of knowledge transmitted from generation to generation. These expressions are constantly re-created by communities in response to their environment, the interaction with nature and their history, and provide them with a sense of identity and continuity.

Since adoption of the Cultural Heritage Act in 2012 by the gouvernement du Québec, the notion of heritage has been broadened and now includes the natural, material and living. This includes the traditions, *savoir-faire*, knowledge, expressions, practices and representations transmitted from generation to generation.

The municipal administration proposes to better integrate the enhancement and transmission of Montréal's intangible cultural heritages in the programming of its museum institutions and its policies and programs, in order to value and encourage the expression, sharing, knowledge and transmission of the cultural knowledge of all communities, in an effort to stimulate everyone's cultural participation. It is already involved in this by supporting the activities of Société pour la promotion de la danse traditionnelle québécoise, Festival La Grande Rencontre and the Association montréalaise des arts et des traditions populaires, which organizes folk dance activities at Lac aux Castors. La Chasse-Balcon, Les Veillées du Plateau, Centre Marius-Barbeau and

Heritage is a vector of inclusion and citizen participation, a creator of common meaning. All are essential to living together.

Économusée de la lutherie are other examples of living heritage rooted in districts, which contribute to perpetuating the traditions.

Enhancement of Indigenous cultures is a vital necessity. Intangible cultural heritage is often transmitted by protection of language, a veritable concentrate of little-known knowledge. The libraries could play an active role in the dissemination and transmission of Indigenous languages. The knowledge of Indigenous artisans conveys information about the natural world around us and of history and spirituality, while being open to innovation and adaptation. Places such as the First Nations Garden, at the Jardin Botanique de Montréal, allow this connection to be made between cultural traditions and nature. The Avataq Cultural Institute connects the protection of the Inuktitut language and Inuit traditions with Inuit cultures. Exhibitions on Indigenous culinary traditions at Château Ramezay and the initiatives of the Maison Saint-Gabriel, Museum and Historic Site, combine history and culture, while the First Peoples Festival and the Mixed Arts Festival connect traditions to modernity.

For the 2017-2022 period, concerted actions of municipal departments regarding heritage seek to:

Implement the *Heritage Action Plan* and renew the intervention practices and means of action by mobilizing multiple partners.

Priorities:

- **Act as an exemplary owner and manager by improving municipal processes, enhancing municipal heritage properties and integrating archaeological heritage into development projects;**
- **Ensure the enhancement of modest heritage by preserving it as a reminder of the identity of Montréal's districts, promoting retention and use of existing buildings, developing innovative fiscal and funding tools for heritage enhancement, creating a vulnerability directory, and taking action when heritage is at risk;**
- **Support the adaptive reuse of emblematic complexes by governing and supporting their conversion, particularly large hospital and religious complexes;**
- **Disseminate knowledge and encourage recognition by developing good practices and technologies to facilitate data sharing, enhancing Montréal's commemorative heritage by increasing the visibility of women in street names and other toponymy, and by celebrating exemplary actions in the context of *Opération patrimoine*, Montréal's architectural heritage campaign;**

- **Integrate the enhancement and transmission of Montrealers' intangible cultural heritage into the programming of municipal museums, its policies and its programs.**

11.1.6 MAJOR HUBS TO BE PROMOTED

Montréal boasts several popular hubs developed around a high concentration of cultural and tourism institutions and activities. Built, natural and intangible heritage is omnipresent at these emblematic landmark places. Development of these hubs must respect their particularities and their attributes.

The Quartier des spectacles

The Quartier des spectacles offers the highest concentration and the greatest diversity of cultural venues in North America within the same area, covering barely one square kilometre. It has over 28,000 seats distributed among 30 performance halls, 40 exhibition sites, cinemas and 8 public plazas, where more than 40 festivals are held throughout the year. Visitors are also invited to follow the exceptional *Parcours lumière*, which illuminates 30 public plazas and cultural venues.

The Quartier des spectacles is the living environment of 12,000 residents, some 50,000 students and the 45,000 people who work there. No less than 7,000 of these jobs are related to culture. Millions of people annually stroll through this great urban theatre, whose high-quality public spaces and facilities adapted to world-class outdoor events make a strong contribution to Montréal's distinctive signature.

The Quartier des spectacles project arose from the 2002 Montréal Summit, borne by the will of public partners to anchor the major festivals and revitalize the eastern part of downtown by enhancing the many cultural institutions and performance halls already present. This led in 2003 to the creation of the Quartier des spectacles Partnership, mandated by the Ville de Montréal.

A major concerted effort began, which defined a development vision for the Quartier. A new impetus was provided when the municipal administration and the provincial and federal governments undertook to fund work in the Place des Arts sector as part of *Rendez-vous 2007 – Montréal, Cultural Metropolis*.

The role of the Quartier des spectacles Partnership changed after completion of the new public plazas in 2009. Since then it has been responsible for enhancing, enriching and preserving the Quartier's cultural

By supporting collaborative projects through design competitions and commissioning of works, the Partnership acts as an initiator of new forms of immersive and interactive expressions that position Montréal as a leading city when it comes to lively public places.

assets, particularly performance halls. The Partnership also provides programming for the plazas, with outdoor activities complementary to the indoor shows and the festivals and events. It is responsible for the management of public spaces and infrastructure, their night-time enhancement through lighting, and the promotion and development of the Quartier as Montréal's cultural heart and international tourist destination.

The evolution of its mission has led the Partnership to support the creation of original installations designed specifically for public spaces, whether with the technical resources of the Urban Digital Laboratory (UDL), in the context of the Luminothérapie winter festival (some of whose original works were subsequently presented elsewhere in the world), or by the many interactive urban installation projects, such as the *KM³* public art tour and the interactive sound installation *21 Balançoires*,¹² the 21 musical swings on Promenade des Artistes. By supporting collaborative projects through design competitions and commissioning of works, the Partnership acts as an initiator of new forms of immersive and interactive expressions that position Montréal as a leading city when it comes to lively public places.

Although the Quartier des spectacles is constantly evolving, its initial goal has already largely been achieved. This downtown sector, previously abandoned, is a choice destination today due to its diversified and surprising year-round programming. An urban renewal has been carried out, making the Quartier an exceptional and authentic living environment at the heart of a dynamic cultural metropolis. Several cultural building projects have been achieved through exemplary collaboration among the different levels of governments, such as Maison symphonique de Montréal, Maison du Festival Rio Tinto Alcan, Espace culturel Georges-Émile-Lapalme and Société des arts technologiques (SAT). A recent study¹³ indicated that the \$150 million of public funds invested in the development of public spaces in the Quartier des spectacles since 2007 have led to the completion of 48 real estate projects, for a total investment of \$1.2 billion.

Development of the Quartier des spectacles continues. After completing the first three phases of the Place des Arts sector, the municipal administration will carry out the fourth and last phase by developing Esplanade Clark. It will collaborate with Société de développement Angus and the gouvernement du Québec on the development of the Carré Saint-Laurent project, with the aim of revitalizing the west side of "the Main", from the Monument National theatre to Rue Sainte-Catherine. The Quartier Latin will also see major development work scheduled under the Programme particulier d'urbanisme (PPU - special planning program) specific to the sector, adopted by City Council. Rehabilitation of Bibliothèque Saint-Sulpice as a youth education space and incubation laboratory, and activities at Place Émilie-Gamelin, confirm

12 Produced by Daily tous les jours (Mouna Andraos, Melissa Mongiat).

13 GROUPE ALTUS. *Étude sur les retombées économiques immobilières – Pôle Place des Arts, Quartier des spectacles*, 2015.

the new momentum given to the Quartier Latin hub, which forms an integral part of the Quartier des spectacles.

The multicultural character and the typically North American signature of the Quartier des spectacles make this Montréal artistic square kilometre an urban space with unique drawing power, which makes a strong contribution to Montréal's renown as a leading creative city. This success owes an enormous debt to the work of artists and arts promoters, who continue to offer outstanding programming. The municipal administration is attentive to the challenges posed with the development of venues on the outskirts of the metropolis and will explore all the avenues of collaborative models to help the established and alternative performance halls continue to draw large audiences.

For the 2017-2022 period, the combined actions of municipal departments regarding the Quartier des spectacles seek to:

Maintain the Quartier des spectacles' status as the cultural focal point of the metropolis, linked in a dynamic relationship with Montréal's cultural quarters.

Priorities:

- **Consolidate the mandate of the Quartier des spectacles Partnership and support its development and programming activities, as well as its role as operator of this district;**
- **Complete the development of the Western Hub of the Quartier des spectacles and continue that of the Eastern Hub, paying special attention to the social impact of this development;**
- **Use the public spaces of the Quartier des spectacles as places for innovation and experimentation and maintain the development of digital creativity as their priority characteristic.**



Space for Life (Biodôme) – Photo credit: Martine Doyon

Space for Life draws its power from the complementarity of its four institutions, which share the same vision: to take a new look at the relationship between humanity and nature through a varied immersive program, combining science, art and emotion.

Pôle Maisonneuve

Covering parts of Rosemont–La Petite-Patrie and Mercier-Hochelaga-Maisonneuve, Pôle Maisonneuve is a symbol of openness to the world, due to the presence of the Olympic Park, the Musée du Château Dufresne and Studio Nincheri, and Montréal's four *Space for Life* natural science museums: the Biodôme, the Insectarium, the Botanical Garden and the Rio Tinto Alcan Planetarium. This is the largest science museum complex in Canada and one of the leading attractions of the metropolis, with nearly two million visitors each year, including 600,000 young people.

Space for Life draws its power from the complementarity of its four institutions, which share the same vision: to take a new look at the relationship between humanity and nature through a varied immersive program, combining science, art and emotion. Inauguration of the Rio Tinto Alcan Planetarium was the opportunity to welcome a first digital artwork inspired by this new positioning, *Choreographies for Humans and Stars*.¹⁴ This work invites visitors and passers-by to a poetic dialogue with celestial phenomena.

Space for Life is a place of knowledge that offers varied programs: scientific activities for youth, university training, vocational training in horticulture, and living memory, through its thousands of pages of horticultural, entomological, astronomical and ecological documentation made accessible on the Web. Thanks to Youth Gardens, science day

¹⁴ Produced by Daily tous les jours.

camps and school visits, the four partner museums offer an ideal setting for thousands of young people to flourish.

Space for Life also welcomes nearly 300 researchers, who work on subjects such as botany, phytotechnologies, molecular biology and, more generally, biodiversity. It collaborates with some of the world's leading scientific institutions, such as the Muséum national d'Histoire naturelle in Paris.

After building the Rio Tinto Alcan Planetarium, which redefines the very essence of this type of institution through its innovative approach to astronomy, its unique architecture perfectly integrated into its environment, its LEED Platinum certification, and its equipment on the technological cutting edge, Space for Life is pursuing the fulfillment of its development plan, with the purpose of renewing its facilities.

Migration of the Biodôme (2019) and *Metamorphosis of the Insectarium* (2020) are two projects resulting from an international architecture competition conducted in collaboration with the Bureau du design de Montréal. The criteria were set out following a living lab, also called a citizen lab, during which the question "What has not been done?" was asked of some of the world's most renowned architects, artists, scientists, museologists, and designers.

All this effervescence helps reinforce the status of Space for Life as an international leader in its field and position it, for the years ahead, as:

- A laboratory of creativity, where knowledge is shared, ideas cross-fertilize, and disciplines stimulate and enrich one another;
- A unique place for scientific dissemination and education, utilizing art and emotions; a place where participants have novel experiences with nature;
- A powerful driver of innovation in sustainable development;
- A unifying, bold, creative urban movement that transcends institutional boundaries; a commitment to biodiversity.

At a time when the planet is encountering challenges that call our lifestyles into question, Space for Life is the Montréal standard-bearer of a vast planetary movement in favour of biodiversity: fertile ground conducive to the emergence of citizen mobilization inspiring new ways of living.

As the place where
Montréal was founded
and, consequently, its
first heritage district,
Old Montréal is
committed to a
process of protection
and enhancement

For the 2017-2022 period, the combined actions of municipal departments for Space for Life seek to:

Ensure the development of Space for Life so as to bring citizens closer to nature with the goal of preserving biodiversity.

Old Montréal

As the place where Montréal was founded and, consequently, its first heritage district, Old Montréal is committed to a process of protection and enhancement: integration into the 1992 and 2004 municipal urban plans, adoption of an Action Plan in 1998, and a *Plan de protection et de mise en valeur* (Protection and Enhancement Plan) in 2013. As a result of these many efforts and the granting of recreational tourism status, public and private interventions over the past 30 years have stopped its decline, supported its restoration and reappropriation, and consolidated its attractiveness as a living environment, for its heritage wealth and tourism status.¹⁵ Multiple stakeholders are collaborating on its revitalization. Old Montréal has rapidly become a creative and commercial hub, as evidenced by the progressive implementation of upscale commercial establishments on Rue Saint-Paul, like the development of the Cité du multimédia in the former Faubourg des Récollets. In light of the 375th anniversary celebrations, the municipal administration undertook work on public spaces linking the Quartier Latin and Centre hospitalier de l'Université de Montréal (CHUM) to the Old Port: Square Viger, the partial covering of Autoroute Ville-Marie, Place Vauquelin and Rue Saint-Paul in front of Marché Bonsecours. The municipal administration has also announced its support and contribution to the renovation of the Iberville Passenger Terminal, and takes a special interest in the conversion of Silo no. 5 and Hangar 16, due to their extraordinary cultural and tourism potential.

Cultural tourists are particularly fond of Old Montréal's Indigenous history. The municipal administration intends to support this cultural effort and welcome initiatives that help invigorate this part of Montréal.

For the 2017-2022 period, the concerted actions of municipal departments for Old Montréal seek to:

Continue the affirmation and enrichment of Old Montréal's identity so that it fully contributes to the cultural, social and economic life of Montrealers.

Priorities:

- **Continue implementation of measures of the *Plan de protection et de mise en valeur du Vieux-Montréal* (Old Montréal Protection and Enhancement Plan);**

¹⁵ VILLE DE MONTRÉAL. *Plan de protection et de mise en valeur du Vieux-Montréal*, 2013.

- Support the land use mix in the district for an authentic living environment;
- Promote the maintenance of the use of the Old Port for recreational tourism;
- Review the practices and regulations for occupation of the public domain.

Mount Royal

Mount Royal is the absolute emblem of Montréal. The exceptional character of the “Mountain” motivated Montrealers to seek the site’s inclusion on the UNESCO World Heritage List. The Mount Royal Heritage Site extends approximately four kilometres from east to west and two-and-a-half kilometres from north to south. It encompasses the three summits that compose the mountain and a portion of its slopes. It runs through the boroughs of Outremont, Plateau-Mont-Royal, Ville-Marie and Côte-des-Neiges–Notre-Dame-de-Grâce, and the City of Westmount. The site includes Parc Mont-Royal, designed by Frederick Law Olmsted and opened in 1876. For 30 years, the site has been the focus of very special attention, particularly following its designation as a declared heritage site under the Québec Cultural Heritage Act. Establishment of the *Table de concertation du Mont-Royal* and the adoption of a Protection and Enhancement Plan created a collective movement for its preservation. Mount Royal is also an important reference point of Montréal’s cultural activity. It is a source of inspiration and creation. For 20 years, amateur musicians and citizens have appropriated the public space at the foot of the *Sir George-Étienne Cartier* monument on Avenue du Parc for improvised *tam-tam* (drumming) concerts that bring together a mixed crowd every summer Sunday in a festive and informal spirit. The special attention given to Mount Royal will focus over the next few years on the future of Montréal’s major emblematic institutional complexes, a substantial portion of which are found on its perimeter, and the necessity of concerted action involving all public and private partners—including the municipal administration and the gouvernement du Québec—to ensure a balance between the commitment to preservation and the commitment to programming sites.

Mount Royal’s cultural and historical potential is also important for its protection and preservation. A place of Indigenous occupancy, the Outremont summit park was recently renamed Tiohtià :ke Otsirà’kehne, a Kanienke’ha (Mohawk name), in reference to the fires lit at the edge of the forest to welcome visitors from elsewhere. With its three summits, Mount Royal is an ode to the diversity of the city’s origins.

Mount Royal is the absolute emblem of Montréal.

Mount Royal is also an important reference point of Montréal’s cultural activity. It is a source of inspiration and creation.

The Cité des arts du Cirque

In 1997, Cirque du Soleil inaugurated its headquarters on 2^e Avenue in the Saint-Michel district, one of the most disadvantaged urban neighbourhoods in Canada, on the edge of the vast Miron landfill quarry, which later became Parc Frédéric-Back. In 2003, the École nationale du cirque (National Circus School) moved into new premises adjacent to those of Cirque du Soleil. In 2004, it was the turn of the TOHU, the performance hall dedicated to circus arts, to be inaugurated. The avant-garde building has earned several awards for the integration of sustainable development principles into its design and for energy recovery.

The combination of these three major institutions, as well as the Montréal Complètement Cirque circus arts festival, has confirmed Montréal's position as one of the world's circus arts capitals. The social development mission adopted by the partners of the Cité des arts du cirque and its social reintegration programs, its projects involving youth, such as La Calla, and the collaboration with St-Michel district's schools, are an undeniable advantage in this hub's development. Its presence improves the progressive landscaping of Parc Frédéric-Back, and its specific societal development approach will enhance the sector's social development mission.

The West Island Hub

The Île-Bizard–Sainte-Geneviève borough plays host to the only Francophone cultural venue in Montréal's West Island. This is an important issue for citizens whose mother tongue is French, and who account for 58% of the borough's population, and particularly for youth, who make up one third of its population.

The development of the West Island cultural hub is based primarily on existing facilities: Bibliothèque de L'Île-Bizard, Société patrimoine et histoire de L'Île-Bizard et Sainte-Geneviève and Salle Pauline-Julien of cégep Gérard-Godin, where the major names in Québec show business perform. Sensitive to the reality experienced by the West Island's Francophone population, the municipal administration has given its support to the ongoing development of cultural production. Over the past few years, this has been diversified by the presentation of activities initiated or supported by the Service de la culture. For example, Bibliothèque de L'Île-Bizard welcomed nearly 200 participants for *La Soirée des ados*, a teen event created by the Public Libraries Network. Salle Pauline-Julien has featured circus performers from the Montréal Complètement Cirque festival. The consolidation of the West Island cultural hub will continue with the construction of a new library in Pierrefonds under the Montréal *Programme de rénovation, d'agrandissement et de construction (RAC) de bibliothèques* (public libraries renovation, expansion and construction program).

11.2 OBJECTIVE 2 Stimulate citizens' involvement in their community

Artists, cultural and creative companies, and citizens are the true creators of culture throughout the city. Through their actions, they contribute to Montréal's brand and everyday cultural experience. The municipal administration is committed to offering a range of professional cultural activities citywide that reflect Montréal's rich cultural diversity, so that everyone feels involved and spurred to create and participate in them. The municipal administration adheres to the Québec engagement approach known as *Re_Création*, initiated by Culture Montréal, which seeks to integrate culture into healthful youth lifestyles on the same basis as physical activity and good food habits.

The municipal administration has made a commitment to provide even more room to artists from culturally diverse backgrounds, Indigenous cultures and the Anglophone community so that the rich cultural mosaic of the metropolis is fully represented and contributes actively to its renown. The Accès culture network has set a programming objective in each borough of 15% artists from culturally diverse backgrounds. Discussions are ongoing about defining strategies for increasing this representation further.

Universal Accessibility Month, held every October in the Public Libraries Network, is a product of this same commitment to inclusion of diversity. Other initiatives are worth mentioning. Examples include the *5 Tours to Discover Works of Public Art*, designed by the Bureau d'art public and accessible to all thanks to an audioguide, and the presentation by the Accès culture network of the work of artists with functional disabilities, winners of the *Prix Création Mon rêve*.

11.2.1 THE PUBLIC LIBRARIES NETWORK

The municipal administration considers its network of public libraries to be a hub of access to knowledge and culture and a privileged point of access for all citizens to their communities. Libraries are tremendous tools for cultural democratization, dissemination of knowledge, literacy, social cohesion and development. Libraries of the 21st-century constitute a *third place*, between home and work or school. They are lively, friendly and stimulating spaces, where people meet other neighbourhood residents.

The 2005 Cultural Policy started from the finding, established in the *Diagnostic des bibliothèques publiques de l'île de Montréal*, published the same year, that the Public Libraries Network lagged behind other major Canadian cities. This diagnosis was based on comparable indicators of collections, floor areas, hours of operation and number of employees.

The municipal administration has made a commitment to provide even more room to artists from culturally diverse backgrounds, Indigenous cultures and the Anglophone community so that the rich cultural mosaic of the metropolis is fully represented and contributes actively to its renown.



Steps of the Saul-Bellow library in Lachine Borough,
Chevalier Morales Architectes – Photo credit: Jean Tremblay

Starting in 2007, Montréal committed to implement a major plan to upgrade its municipal libraries with the support of the ministère de la Culture et des Communications du Québec. The results are conclusive:

- 40% increase in lending of documents, nearly one million per month;
- 48% increase in library visits;
- 168% increase in attendance at activities resulting from diversification of events, based on the population groups served;
- 16% increase in the number of documents, for a total of 4.2 million;
- Implementation of the Millennium software package, giving access to the entire collection;
- Upgrade of the equipment stock and enrichment of the collections, particularly digital and other media documents.¹⁶

¹⁶ 2015 statistics provided by the Direction des Bibliothèques de Montréal.

The major upgrade plan for the Public Libraries Network required significant redesign of spaces. As a UNESCO City of Design, Montréal pushed limits by erecting buildings with personalities and characteristics varying according to the realities of local communities. Architecture and design competitions stimulated designers to create innovative, high-performance places, adapted to citizens' expectations.

Four libraries were created or transformed in this manner: Du Boisé in the Saint-Laurent borough, Marc-Favreau near the Rosemont metro station, Saul-Bellow in the Lachine borough, and Benny in the Côte-des-Neiges–Notre-Dame-de-Grâce borough. Construction of a fifth library, in Pierrefonds, began in 2016.

Like other libraries in Québec, Canada and the rest of the world, Montréal libraries offer computerized loan tracking using RFID (Radio Frequency Identification) technology for each document, combined with self-service devices allowing users to register their borrowings simply, confidentially and at their own pace. In addition to improving the efficiency of collection management and document circulation activities, the benefits of this technological shift in serving the public are striking: the new libraries report record traffic and have won many prestigious awards.

These projects were funded by the municipal *Programme de rénovation, d'agrandissement et de construction (RAC) de bibliothèques* (Public libraries renovation, expansion and construction program), in collaboration with the gouvernement du Québec. In 2016, RAC Program management processes were revised to respond even more quickly to the growing demand from the boroughs. The 23 libraries not yet part of the RAC Program will also benefit, by 2022, from an upgrade of their reception areas to install RFID technology.

Parallel to the improvements made to the buildings, the municipal administration is planning the development of the network by integrating the sustainable development principles promoted by *Agenda 21 for Culture*. This modern conception of the role of the 21st-century library meets the requirements of a society whose future depends on knowledge. One of the most striking examples of the application of this new concept is the role of libraries in what is commonly called "functional literacy", i.e. the necessity for citizens to grasp the transformations that affect them via lifelong continuing education, particularly for employability. This role is recognized today as a key factor in social and economic development.

Given that libraries are ideal places for raising citizen awareness regarding design and architecture, Montréal launched in 2014 an experimental program of educational and co-creation activities in design. This was in collaboration with the Bureau du design and the ministère de la Culture et des Communications du Québec. Building on the successes of this

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program, the municipal administration intends to continue these kinds of initiatives.

Not long ago, people came to the library to read or borrow an item. They were required to keep silent. The 21st-century library is a place where people can read an online newspaper, look for a job, help their children with schoolwork, create content, participate in a workshop, borrow musical instruments, or listen to stories, and go from collections to connections, thanks to Internet access. Students visit the library in large numbers during spring break for Montréal joué festival.

Passionately connected to their districts, Montréal libraries offer a wide range of ways to access reading, information, knowledge, culture and recreation. Their common vision can be summed up in a few words: inclusive, connected, lively and authentically Montréal.

In 2017, the network includes 45 local libraries distributed among Montréal's 19 boroughs. Bibliothèque et Archives nationales du Québec (BAnQ) plays the role of central library for Montrealers. The agreement between BAnQ and the municipal administration confirms their shared commitment to build closer ties and develop common projects. The project for the revitalization of the Bibliothèque Saint-Sulpice heritage building, as an educational space for youth and a Fab Lab (creation and fabrication laboratory), is led by the two partners.

Libraries are also an essential link in the chain of innovation, of welcoming and integrating newcomers, and student retention. For the past few years, the municipal administration has made a significant gesture by presenting a Montréal library card to every new pupil in the first year of elementary and secondary school in the Commission scolaire de Montréal and other school boards within the city limits. This access to a library card has been expanded with the implementation of the municipal *Policy on Children*, which will facilitate the online library membership of Commission scolaire de la Pointe-de-l'île elementary and secondary students. Libraries are an ideal francization space, while offering multiple collections in languages of origin.

Libraries are a tremendous development tool for Montréal, Cultural Metropolis, facing the challenge of every modern city that understands the importance of making knowledge one of its highest priorities. With collections of more than 4.2 million documents, an average of 12 million annual loans and a service adapted to the needs of communities, Montréal's libraries are continually gaining popularity and rank at the top of the list in public satisfaction surveys.

For the 2017-2022 period, the concerted actions of municipal departments for the Public Libraries Network seek to:

Contribute to the development of an inclusive and engaged community by renewing the 21st-century library experience for citizens, and by continuing to offer users a high-quality experience.

Priorities:

- Complete by 2022 eight library projects (including three mixed projects that include cultural places) under the *Programme de rénovation, d'agrandissement et de construction (RAC) de bibliothèques* (Public libraries renovation, expansion and construction program), and use competitions to maintain the level of excellence in design and architecture;
- Increase services meeting the particular needs of designated clientele through an inclusive approach, particularly for immigrants and vulnerable groups;
- Promote collaboration with boroughs and strengthen connections with the community and recreational environments, emphasizing cultural mediation and extramural actions;
- Ensure by 2022 a high-level digital and technological environment, guaranteeing user-friendly services by developing digital and technological literacy, particularly through the establishment of creation and fabrication laboratories (Fab Labs) and workshops.

11.2.2 MUSEUMS

Museums are the other major stakeholders in the democratization of culture and knowledge. This rich and dynamic Montréal network is composed of three museum categories: art, science, and history. There are no fewer than 106¹⁷ establishments: museums, interpretation centres, exhibition centres, exhibition spaces in Maisons de la culture (cultural centres) and self-managed artist centres. For the past three decades, annual attendance at museum institutions has risen constantly in Québec. Montréal is no different: 6.7 million admissions per year have been recorded, representing slightly less than half the total number of visitors in the province.¹⁸

Museums are the other major stakeholders in the democratization of culture and knowledge.

¹⁷ Including the Maisons de la culture and the 28 self-managed artist centres operating in Montréal.

¹⁸ Institut de la statistique du Québec, 2016.

Montréal is undoubtedly a knowledge-based city, with its universities, research centres and colleges. As true places for nurturing talent, universities, cegeps and vocational schools play an essential role in cultural development.

Montréal museums offer a rich variety, both in the diversity of themes and collections, and in the varied sizes and types of institutions. Of the 106 museum institutions in the Montréal area, 63 specialize in the arts; this reflects the richness of metropolitan artistic creativity. This proportion is impressive because it is closer to 15% in other North American cities. The large number of contemporary art establishments is a distinctive trait of Montréal. The presence of self-managed artist centres strengthens Montréal's position as a centre of creativity in visual arts. Montréal is also the location of the most visited art museum in Canada, ranking 12th among all North American museums: the Montréal Museum of Fine Arts (MMFA), which welcomes more than one million visitors a year.

The metropolis also shines through its many science museums. It all began with the opening of the Redpath Museum in 1882 and continues today with such major institutions as the four Space for Life natural science museums in Pôle Maisonneuve, the Montréal Science Centre, the Biosphere in Parc Jean-Drapeau, and the Cœur des sciences at UQAM. Montréal is undoubtedly a knowledge-based city, with its universities, research centres and colleges. As true places for nurturing talent, universities, cegeps and vocational schools play an essential role in cultural development. Apart from professional training, they engage in research and development, from which tomorrow's artistic practices will emanate. Montréal must include its strong scientific, technical and digital culture as a key component in its cultural and creative ecosystem.

Despite the age-old history of the Island's occupancy, Montréal is part of a minority of cities in the world whose founders' names and the exact date and place of their founding are known. The municipal administration named its museum of history and archaeology, which was erected on the very site Montréal was founded, after the Governor of Montréal who signed the Great Peace Treaty of 1701. The mission of the Pointe-à-Callière, Montréal Archaeology and History Complex, is to make archaeological treasures from here and all over the world accessible to Montrealers.

Inaugurated in 1992 in the context of Montréal's 350th anniversary celebrations, the Pointe-à-Callière Museum continues its project to preserve and present the site of Montréal's founding, the Montréal Archaeology and History Complex, through a continuous vision of history. Included are vestiges of the Sainte-Anne public market on Place d'Youville and the Parliament of United Canada that was established there from 1844 to 1849; the former Hôpital Général de Montréal, which was located there from 1695 to 1880; also remembering that this

was the site of the first French settlement in 1642, Fort Ville-Marie, and then of de Callière's residence in 1695. The inauguration of the second phase of the Montréal Archaeology and History Complex was held on the same day as the 375th anniversary of Montréal (May 17, 2017), with the opening of a new wing, Fort Ville-Marie.

Carried by the momentum of the city's 375th anniversary, the municipal administration will showcase the wealth of the collections of the 15 private and public history museums in its territory, all members of the Montréal History Museums association.¹⁹ In concert with the provincial and federal governments, the municipal administration will invite the museums to initiate an approach intended to showcase the history of Montréal in North America and render the visitor experience more vibrant, in order to increase the number of visits to these museums.

Local Historical Societies play an important role in the reclamation of our memory and our heritage in all its forms. They are a link in the Montréal museum ecosystem. The richness of the old village centres and the discovery of local historical attractions through a variety of activities, such as cruises on the St. Lawrence River or visits to small museums, are at the heart of this reclamation effort. These actions, often performed by volunteers, are essential. The municipal administration will rely on the Historical Societies present in the eastern part of Montréal to ensure that area's cultural and economic development.

The Centre d'histoire de Montréal (CHM), whose mission is to increase appreciation of the multiple origins of the Montréal identity, from Indigenous peoples to newcomers, plays a key role in this. Housed in a newly constructed building in the Quartier des Spectacles beginning in 2020, the CHM will have more extensive exhibition spaces and multimedia devices, allowing better documentation and accessibility of tangible and intangible memory traces of the common heritage of Montrealers, regardless of their origin or social condition. It will continue to enrich our knowledge of the forgotten history of Montréal buildings, places and streets through its archival exploration work.

While history is at the heart of the reconciliation process, the Lachine Museum and others, such as Pointe-à-Callière and McCord, will play an important role in the dissemination of a historical vision that restores the place of the Indigenous peoples. Several sites on the Island of Montréal contain archaeological treasures that make it possible to learn more about its history. In collaboration with the Indigenous communities, these discoveries broaden our understanding of yesterday and today.

¹⁹ Centre d'histoire de Montréal; Château Ramezay Historic Site and Museum of Montréal; Écomusée du fier monde; Sir George-Étienne Cartier National Historic Site; The Fur Trade at Lachine National History Site; Maison Nivard-de Saint-Dizier, musée et site archéologique; Maison Saint-Gabriel, Museum and historic site; Montreal Holocaust Memorial Centre; Lachine Museum; Musée des Hospitalières de l'Hôtel-Dieu de Montréal; Dufresne-Nincheri Museum; Marguerite-Bourgeoys Museum; McCord Museum; Stewart Museum; Pointe-à-Callière, Montréal Archaeology and History Museum.

The religious communities that played a founding role in building the Québec nation have a very important movable, immovable and documentary heritage that is urgent to preserve. Confronted with the aging of their members, these communities are seeking a way to conserve and transmit this precious heritage. The creation of a dedicated centre could meet this need. Succession must be provided, in collaboration with the religious museums under their responsibility, particularly the Musée des Hospitalières de l'Hôtel-Dieu, the Maison de Mère d'Youville and the Hôpital Général.

Municipal support of the museum sector is important and will continue to play a determinative role for museums. Deliberations on space needs to store collections must continue. Municipal actions should help enrich Montréal museums' cultural products, stimulate best practices and ensure that museum institutions remain well-equipped to deal with current and future challenges. Moreover, partnerships with certain university departments could stimulate research on the municipal and museum collections. The development of a museum strategy will ensure organized and determinative development of the network.

For the 2017-2022 period, the combined actions of municipal departments for museums seek to:

Support the consolidation, diversity and synergy of the museum community.

Priorities:

- **Review the museum financial ecosystem with public partners;**
- **Stimulate the conservation and presentation of tangible and intangible cultural heritages;**
- **Stimulate the integration of digital arts and new technologies into the museum network;**
- **Develop a museum strategy that will allow the creation of determinative synergies;**
- **Develop, by 2018, collaborative discussions with public partners and the various stakeholders of the museum community to promote the accessibility and renown of Montréal's museums, for both citizens and tourists;**
- **Develop a common vision of history museums with the provincial and federal governments;**
- **Ensure the development of the Space for Life complex to promote the rapprochement of citizens with nature with a view to preserve biodiversity;**

- Update the mission and role of the Centre d'Histoire de Montréal so it fully embodies the memory of Montrealers.

11.2.3 CULTURAL RECREATIONAL ACTIVITIES AND AMATEUR ARTS

One of the municipal administration's objectives is to promote citizen creativity and offer opportunities to develop social connections by participating in artistic activities, which can have multiple benefits. Amateur art and cultural recreational activities are the first steps toward the proximity and access to culture. They represent opportunities for harmonious living together in Montréal's cultural quarters and are very relevant for student retention and the development of self-esteem in young people. Moreover, amateur arts are an important factor in audience development. It is now necessary both to promote and to recognize connections between the cultural recreational setting and the professional cultural setting, as well as to stimulate inter-borough and interdepartmental collaboration.

Since 2008, several municipal actions have contributed to the development of amateur arts. The *Diagnostic de la pratique artistique amateur à Montréal* (Diagnosis of amateur arts in Montréal), produced in 2012, identified over 5,000 activities offered by 300 partner organizations reaching 60,000 people a year. The Diagnosis produced several findings that led all the partners to adopt a common vision the following year, i.e. it is essential to adapt to new challenges. On the one hand, amateur arts are facing major sociodemographic and sociocultural changes, such as the increase in the number of foreign-born residents, and the aging population. On the other hand, by integrating new technologies and digital technology into amateur arts, they become a digital literacy tool for people of all ages.

The boroughs have taken on the challenge of adapting their practices to these new issues, by collaborating even more closely with local organizations. The creation of various flagship programs has enabled stakeholders in cultural recreational activities in the boroughs and their partner organizations to carry out innovative, unifying and inspiring projects. Arising from a collaboration between Centre culturel Georges-Vanier and Bel-lastock.QC in the Sud-Ouest borough, Le Grand Détournement offered participants a creative approach based on collaboration and reworking of materials. In the context of *Soutien à la création numérique pour les 13-17 ans* (Support for digital creation by teens ages 13-17), adolescents in the Centre-Sud district, supported by the Oxy-Jeunes organization, are introduced to musical composition techniques to create works expressing their realities, with the support of an artist-animator from Société des arts technologiques (SAT). The relevance of municipal investments must be recognized and functional connections must be established among the cultural, municipal and associative partners.

Amateur art and cultural recreational activities are the first steps toward the proximity and access to culture. They represent opportunities for harmonious living together in Montréal's cultural quarters.



Carrefour de ressources en interculturel (CRIC), Project: Créative jonction (2016) –
Photo credit: Pauline Poison

For the 2017-2022 period, the concerted actions of municipal departments for cultural recreational activities and amateur arts seek to:

Adapt the range of activities to Montréal's demographic realities.

Priorities:

- Offer citizens a quality experience by ensuring that organizations and boroughs have financial means to allow them to enrich or renew their activities;
- Promote collaboration between boroughs and the stakeholders of the cultural recreational activities network in order to offer the diversity of services expected by different clientele;
- Improve facilities dedicated to amateur arts and promote access to music studios, rehearsal halls and exhibition halls;
- Design public spaces to allow the holding of spontaneous amateur arts activities; promote sharing and render the creative experience accessible to all;
- Value citizen creative efforts and support their presentation through municipal networks.



Les écouteurs (The Listeners), 2011. Mediation in the context of the Individual Times exhibition presented at the Centre d'exposition Lethbridge of the Saint-Laurent Borough, July 2016 – Photo credit: Catherine Bécharde and Sabin Hudon

11.3 OBJECTIVE 3 Build on the power of culture and the arts

11.3.1 CULTURAL MEDIATION

Cultural mediation has been one of the priorities of the *Cultural Policy* since 2005. The Policy saw this new approach as a way to extend access and participation for all citizens and put the municipal administration's will into action to ensure true cultural democratization. Cultural mediation offers a path to discovery. It can initiate citizens in an appreciation of various forms of art and culture by seeking to give them confidence in their ability to participate in the creation of meaning as full cultural players. In particular, the approach chosen values close, direct and personalized contact, and takes into account the diversity of audiences, their knowledge and capabilities. It is also an effective audience development tool.

A decade later, the success of cultural mediation is undeniable. Montréal has been recognized internationally for supporting, developing and researching cultural mediation.

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Cultural mediation is consistent with the objectives of *Agenda 21 for Culture* since it builds bridges between creators and citizens, stimulating creativity and helping develop social connections in the city, while respecting affiliations and diversity.

The municipal administration is supported by its natural allies and its network—the cultural community, universities, the school community, libraries, the Maisons de la culture—which have contributed to implanting cultural mediation practices in all Montréal communities, heightening its impact on the population as a whole:

- Implementation of three project funding programs addressing professional cultural organizations and boroughs;
- Over 750 projects for promoting professional cultural life to the public;
- Over 25,000 cultural mediation activities;
- Over 270,000 participants, more than half of whom are elementary and secondary students, with a large proportion of youths from recent immigrant backgrounds;
- Direct participation in a total of 810,000 days of artistic and creative meetings in ten years, which is more than 80,000 days of cultural mediation per year in Montréal.

The priority given to cultural mediation is due to the innovative nature of the social interventions that reach the most vulnerable populations in particular. Among the many cultural mediation initiatives supported by the Ville de Montréal are a co-creative theatre project for Aboriginal women, reading activities for homeless people, and “meet-ups” for prison inmates around Québec films.

Cultural mediation is consistent with the objectives of *Agenda 21 for Culture* since it builds bridges between creators and citizens, stimulating creativity and helping develop social connections in the city, while respecting affiliations and diversity. Cultural mediation is also entertaining and can help reduce the digital divide when the proposed activity is based on the appropriation of new information technology.

“Extramural” programs have emerged in a few districts. The best known is that of Maison de la culture Villeray–St-Michel–Parc-Extension, launched in 2007 with the goal of stimulating encounters between citizens, artists and their works. All year round, cultural events are organized outside the usual venues, both in the central neighbourhoods of the borough and in more remote areas.

Other mediation projects build multicultural and intergenerational links. With *Comptines et berceuses en courtepoin*te, a mix of nursery rhymes and lullabies, the Maison de la culture de Côte-des-Neiges and the storyteller Renée Robitaille collect the stories of immigrant families, in collaboration with the Service d'interprète d'aide et de référence aux immigrants. The Montréal library cultural mediation program, *Contact, le plaisir des livres* (Contact, the joy of reading), is geared toward parents and their children under five, especially those from disadvantaged backgrounds and newcomers. The free meetings are held in places frequented by families, such as HLMs, CLSCs, community organizations, or family homes. Montréal libraries have adopted the mission of being one of the first gateways to Québec culture and the French language through books.

Libraries in four boroughs (Montréal-Nord, Villeray–Saint-Michel–Parc-Extension, LaSalle and Ahuntsic-Cartierville) have deployed liaison agents to organize off-site events specifically designed to increase library visits and participation in social and cultural life by immigrant children and families. The Bureau d'intégration des nouveaux arrivants à Montréal (BINAM), created in 2016, brings social and economic activities together under the same banner and will continue this effort so that the liaison agents develop into real integration agents for newcomers.

Several projects supported by the municipal administration have social progress as their goal: raising citizen awareness about cleanliness issues through a show presented by a circus troupe or through murals painted on building facades. Another example is the revitalization of Place Émilie-Gamelin (at the corner of Ste-Catherine and Berri) through projects combining art, shows, social intervention and urban agriculture. The many extramural initiatives of the municipal libraries in the form of mobile points of service, by bicycle or in park chalets reconverted for the occasion, are all ways to rethink municipal services to serve the public even better.

Mediation is also at the core of the mission of several Montréal cultural institutions and organizations. Through partnerships with community organizations, the Montreal Museum of Fine Arts' *Sharing the Museum* program offers free educational experiences to Montrealers who may not otherwise have the chance to visit the Museum. Several other Montréal organizations also have cultural mediation as the central component of their mission as a way to create deep and increasingly innovative connections with the public: Bouge de là, Circuit-Est, Festival du Jamais Lu, Opéra de Montréal, OBORO, Théâtre aux Écuries, Wapikoni Mobile, and many more.

Culture pour tous is an indispensable cultural mediation organization, operating throughout Québec. Each year, its *Journées de la culture*

These new cultural mediation approaches drive social progress, and Montréal will seek to explore them to create an even more inclusive cultural citizenship.

(Culture Days) offer interactive tours, as well as arts and cultural appreciation activities, free of charge for the Québec public. For its 20th edition in 2016, 3,000 free activities were held in over 400 cities, towns and villages, in all parts of Québec.

The Ville de Montréal and its partners organize multiple cultural mediation actions, with all initiating some form of dialogue. Citizen participation and the idea of arts and cultural exchange characterize these actions. Montréal works to reinforce living together and the development of a strong cultural citizenship.

These new cultural mediation approaches drive social progress, and Montréal will seek to explore them to create an even more inclusive cultural citizenship. Mediation practice has evolved, and so has the way of evaluating its benefits. A recent research study²⁰ concluded that mediation issues affect all societal life and that its approach is both determinative and effective in addressing tomorrow's challenges.

For the 2017-2022 period, the combined actions of the municipal departments in cultural mediation seek to:

Promote, through cultural mediation, the crossover between citizen practices and the professional artistic community, with a view to supporting intercultural encounters, diversity of expression and the mixing of practices.

Priorities:

- **Continue the exploration of innovative avenues that encourage cultural inclusion and sustainable development, both with cultural and community partners, and with artists, the education community and the social economy sector;**
- **Enlarge the scope of research and action to integrate artists and the public into urban development following an interdisciplinary approach adapted to the challenges of major cities;**
- **Support initiatives designed to stimulate the public's participation in the development of digital culture.**

11.3.2 ACCÈS CULTURE NETWORK

In 1981, the municipal administration created the first Maison de la culture, in Hochelaga-Maisonneuve. These venues, which have multiplied over the years, use culture as a tool of personal development and growth. During *Rendez-vous - Montréal, Cultural Metropolis* in 2007, further to Montréal's commitment to consolidate and enhance its cultural diffusion network, the new name "*Réseau Accès culture*" was unveiled. The 24 municipal performing arts and audiovisual arts groups that are

20 JACOB, Louis et BÉLANGER, Anouk. *Les effets de la médiation culturelle : participation, expression, changement*, Joint study by UQAM and Ville de Montréal under the Entente sur le développement culturel de Montréal between the ministère de la Culture et des Communications and Ville de Montréal, 2014.



Hansel et Gretel presented by Théâtre La Roulotte – Photo credit: Caroline Laberge

members of this network offer free or low-priced cultural activities in nearly 60 places throughout the 19 boroughs. The network is unique in the world for its magnitude, deep roots and presence throughout the city. The Accès culture network is an active partner of this democratization movement through local cultural diffusion and mediation. Its accessibility helps develop a wider audience by taking into account the reality of each neighbourhood.

The 2009 diagnosis of the network provided a snapshot of municipal cultural diffusion during the deployment of the 2010-2014 Action Plan. This portrait highlighted the resources required to optimize, economic, social and locational access to culture. One of the objectives of the Action Plan was to improve geographic deployment through the addition of new halls and the establishment of an upgrade program. Since then, two new performance halls and three new exhibition halls in Verdun, Côte-des-Neiges–Notre-Dame-de-Grâce and Saint-Laurent have enlarged the network. Accès culture intends to continue its deployment by creating new local cultural facilities adapted to current realities and geared toward the encounter between citizens and artists.

More than ever,
it seeks to promote
the participation of all
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strong democratic and
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and complementarity
with local stakeholders.

Between 2010 and 2015, more than 14,000 professional cultural activities (shows, screenings, and exhibitions) were attended by nearly 3.5 million Montrealers. The Accès culture network conducted nearly 8,000 support and mediation activities to facilitate public access to the works of Montréal creators.

The network has successfully updated its mission and methods, so that it occupies a choice position at the core of Montréal cultural life. More than ever, it seeks to promote the participation of all citizens in their district's cultural life, based on strong democratic and equity principles, by promoting partnerships and complementarity with local stakeholders.

The Accès culture network seeks to enhance the strength of artistic proposals and intends to continue offering programming complementary to that of private presenters by focusing its priority actions on cultural mediation, citizen involvement, professional artistic incubation, and discoverability.

In parallel with its actions in the field and locally in Montréal, the Accès culture network established a strong relationship with Québec as a whole, both with the Indigenous peoples through the project *An Aboriginal Spring of Art* and through *Rencontres culturelles avec les régions du Québec* (Cultural encounters with Québec regions), launched in 2009, which presented the work of professional performing and visual artists to the Montréal public. Participation of the Accès culture network in RIDEAU allows Montréal presenters to establish a constant dialogue with other presenters. Finally, the *Prix Accès culture* is awarded each year to a Québec artist or company that is part of the official selection of the Bourse RIDEAU.

The Accès culture network also plays an essential role in the ecology of the Québec artistic community, by helping emerging artists become professional through contact with established artists, extending the life of shows with the presentation of revivals, and offering creation residencies. Théâtre La Roulotte, which has reached children in the parks every summer for over 60 years, supports the next generation of artists by offering graduates of the National Theatre School of Canada and the Conservatoire d'art dramatique de Montréal their first professional experience.

The Accès culture network collaborates closely with the Conseil des arts de Montréal. *Shakespeare-in-the-Park*, which presents the Bard of Avon's repertoire in Montréal parks throughout the summer, is a good example of this working relationship. So is the Conseil des arts de Montréal Touring Program, which annually supports about 50 performing arts organizations and collectives that present no less than 400 performances citywide.

The intervention framework will be revised so that it becomes an exemplary model in all of its practices. The network seeks to improve the representativeness of Montréal's cosmopolitanism by increasing the presence of professional artists from culturally diverse backgrounds, the Indigenous peoples and Anglophone communities, in all of its programming.

The first Montréal Cultural Policy in 2005 recognized the important place of culture in the education system with regard to knowledge, and especially to promote citizenship and living together. Cultural activities, such as meetings between students and artists, and discovery, initiation and show preparation workshops, make it possible to offer arts education complementary to the curriculum and develop students' appreciation. Cultural and artistic production in schools helps the collective effort to encourage students to stay in school by offering emulation and positive reinforcement activities.

The Accès culture network has taken significant actions with youth, since over 25% of the programming and 40% of the cultural mediation activities address this audience. In 2015, over 600 performances were held, reaching 120,000 young people. Its performing arts and audiovisual arts groups work closely with the public elementary and secondary schools of their district. Some have established cultural committees bringing together all the schools in their area. Collaborations with La Maison Théâtre allow children from every school to have access to a cultural outing every year. In 2017, under the action plan of the *Policy on Children*, children ages 6 to 12 attending municipal day camps have access to mediation workshops prior to the Théâtre La Roulotte performances.

The Accès culture network also plays an essential role in the ecology of the Québec artistic community, by helping emerging artists become professional through contact with established artists, extending the life of shows with the presentation of revivals, and offering creation residencies.

For the 2017-2022 period, the combined actions of the municipal departments for the Accès culture network seek to:

Reaffirm the network's essential role as a tool of cultural democratization and development, social progress and rapprochement among citizens.

Priorities:

- Develop a wider audience while promoting talent discovery, risk-taking and innovation;
- Offer programming complementary to that of private performing arts and audiovisual arts groups;
- Play an active and determining role through cultural mediation and artistic incubation;
- Proceed, by 2022, with the digital equipment improvement of the Accès culture network's performance halls under the *Plan directeur des équipements culturels* (Master Plan for Cultural Facilities);
- Improve annually, starting in 2017, the representativeness of Montréal's cultural diversity and culturally diverse artists as well as those from the Indigenous and Anglophone communities, in both programming and audiences.



The Last Templar film shoot at Mary, Queen of the World Cathedral – Photo credit: Jan Thijs

12

Taking a leadership role in
mobilizing all stakeholders

It has made concerted action its *modus operandi*, a typically Montréal process that ensures the success of projects by accounting for different points of view at the time of their design and coordinating action for their realization. This choice must continue; it will be affirmed in the implementation of the *2017-2022 Cultural Development Policy*.

Montréal is highly aware of the power of partnerships. Consequently, it has maintained productive exchanges, both with the gouvernement du Québec and the Government of Canada, and with the partners of the cultural and creative industries for many years. It has made concerted action its *modus operandi*, a typically Montréal process that ensures the success of projects by accounting for different points of view at the time of their design and coordinating action for their realization. This choice must continue; it will be affirmed in the implementation of the *2017-2022 Cultural Development Policy*.

12.1 INCLUSIVE CONCERTED ACTION

The Steering Committee of Montréal, Cultural Metropolis is a unique entity for concerted action, which brings together the representatives of the major partners at the highest level: the gouvernement du Québec, the Government of Canada, the Board of Trade of Metropolitan Montreal, Culture Montréal, and the business community. Since 2008, the Steering Committee has met annually to ensure appropriate implementation of the *Montréal, Cultural Metropolis - 2007-2017 Action Plan*. The Steering Committee has demonstrated the importance and impact, for all the strategic partners of Montréal's cultural development, of sharing the same overall vision. This concerted action remains essential, particularly for determinative projects.

Concerted action is also one of the engines of dynamism in several districts, based on collaboration with participatory bodies, such as the Table de concertation du Vieux-Montréal, Table de concertation du Mont-Royal, Les voies culturelles des faubourgs, Regroupement arts et culture de Rosemont–La Petite-Patrie or the Table de quartier Vivre Saint-Michel en santé, stakeholders that act locally and are at the core of the concerns of their borough.

The organization Culture Montréal plays a leading role in cultural development as an independent, non-partisan and non-profit citizens' movement, bringing together everyone interested in promoting culture as an essential element of Montréal's development. The gouvernement du Québec has recognized Culture Montréal as a preferred contact by granting it the status of Regional Cultural Council for Montréal. The movement pursues three objectives:

- Promote the right to culture, access to culture and participation in culture for all citizens;
- Affirm the role of culture in the city's development, particularly by encouraging the participation of the professional cultural communities in community life;
- Contribute to Montréal's position as a cultural metropolis through enhancement of its creativity, cultural diversity and national and international outreach.

Knowledge institutions are partners in the cultural development of the metropolis and its international outreach, particularly by training emerging artists in the creation and management of the arts, through their research and development programs and the cultural activities they deploy, both on their campus and in their districts. They contribute greatly to attracting the best talents and investments from companies seeking to offer a stimulating living environment to their workers and their families. University programs cover every artistic field, including design, architecture and new modes of digital creation. Based on this fact, the municipal administration seeks to further involve knowledge institutions in the many opportunities for collaboration between cultural partners and the other communities that contribute to Montréal's vitality.

12.2 THE CONTRIBUTION OF THE GOUVERNEMENT DU QUÉBEC

- The ministère de la Culture et des Communications (MCC) has been Montréal's strategic partner since the signing of the first Entente sur le développement culturel de Montréal in 1979. The municipal administration and the MCC annually invest about \$50 million in heritage enhancement, access to culture, cultural mediation, and the development of libraries and other cultural facilities.
- Bibliothèque et Archives nationales du Québec (BAnQ) has played a very special role since its opening in 2005. It now acts as the Montréal central library for Montrealers and the Public Libraries Network.
- The Secrétariat à la région métropolitaine (SRM-MAMOT) is the municipal administration's financial partner in several major cultural projects, particularly the Quartier des spectacles, design and architecture competitions, and funding of festivals, events and artist studios.
- The Conseil des arts et des lettres du Québec (CALQ) is a strategic partner of the Conseil des arts de Montréal and a major partner. It annually pays about \$65 million to Montréal-based artists and organizations in the form of grants, fellowships and residencies.
- The Société de développement des entreprises culturelles (SODEC) is a major partner in the development of cultural and creative companies. SODEC works closely with the municipal administration on several strategic cultural economic issues.
- The municipal administration's leading partners include other Québec departments, government corporations and agencies, such as Société de la Place des Arts, Télé-Québec, Observatoire de la culture et des communications, the ministère du Tourisme as well as the ministère de l'Économie, de la Science et de l'Innovation with regard to digital strategy.

Knowledge institutions are partners in the cultural development of the metropolis and its international outreach, particularly by training emerging artists in the creation and management of the arts, through their research and development programs and the cultural activities they deploy, both on their campus and in their districts.

12.3 THE CONTRIBUTION OF THE GOVERNMENT OF CANADA

- The Department of Canadian Heritage is Montréal's leading federal partner. Its active participation is felt in many issues, particularly those related to cultural facilities and spaces.
- Canada Economic Development is very present with regard to cultural issues that have an important economic component, such as major festivals and events.
- Since its creation in 1957, the Canada Council for the Arts has played a leading role in funding the arts in Montréal. The Federal Government's announcement of an injection of funds to double the Canada Council's budget within five years will make it a crucial player in Montréal, and in the rest of Canada.
- Telefilm Canada, whose head office is in Montréal, is an indispensable partner in the development of film production companies, which are very active in Montréal.
- The presence in Montréal of federal institutions, such as the National Film Board of Canada and the Canadian Broadcasting Corporation/ Société Radio-Canada, has a determinative impact on the Montréal creative community. So does the support granted by Infrastructure Canada to various municipal cultural development projects.



L'heure magique (The Magic Hour) by Cirque Éloize – Photo credit: Mathieu Leblanc & Brut

13

Conclusion

The municipal administration aspires to expansion of the collective cultural expression of who we are, what we can be and the cultural bond that unites us in living together in harmony.

Montréal is working to maintain its leading position as one of the great cultural metropolises of the 21st century in the digital age. For the past 10 years, it has combined all its efforts and rallied all its partners around a bold vision of the role of culture as a pillar of its sustainable development. The first phase of this collective project is largely complete today. The 2017-2022 Cultural Development Policy, *Combining creativity and the citizen cultural experience in the age of digital technology and diversity*, proposes an evolving vision, in continuity with the ideas that inspired this vision of Montréal, Cultural Metropolis.

Montréal is attached to the idea that culture must develop organically and sustainably, building on the creative abundance of the cultural community and the wealth of local and citizen initiatives. The update of the Policy seeks to lead to the establishment of an inspiring and mobilizing framework, favourable to the pursuit of fruitful collaborations among the municipal administration, its partners in the other levels of government and the boroughs, and all cultural stakeholders. The objective is clear: to free the full creative potential of citizens, artists and creators, and of cultural and creative companies. The municipal administration aspires to expansion of the collective cultural expression of who we are, what we can be and the cultural bond that unites us in living together in harmony.

The *2017-2022 Cultural Development Policy* is realistic. The context has changed a great deal in ten years. Online cultural products compete with local services. The citizen cultural reflex has developed greatly. Expectations are higher. The Policy recognizes the scope of the upheavals caused by the Digital Revolution. It has adopted the priority of supporting and stimulating innovative initiatives that make it possible to exploit the advantages instead of suffering the consequences. By following the High Tech/High Touch principle, it undertakes to “combine creativity and the citizen cultural experience in the age of digital technology and diversity.”

The Policy will continue the artistic and creative excellence that makes Montrealers proud and extends their international renown. It will continue to build on the strength of the highly successful—and typically Montréal—model of concerted action. It will accentuate the search for synergies and the transfer of expertise among communities. It will promote the exploration of innovative business and funding models, particularly those related to the collaborative economy.

The municipal administration will exercise its leadership as a major cultural player:

- Through projects for development of cultural quarters and heritage enhancement that take into account the collective knowledge of stakeholders;

- Through the leverage benefits of funding, deployed strategically at the different stages of a project in order to mobilize the participation of the other levels of government and the business community;
- Through its finely tuned knowledge of the city, allowing it to identify emerging artists and promising projects at early stages;
- And above all, through the heightened impact of everyone in the municipal administration, who are all convinced of the transformative power of culture for metropolitan economic and social development.

The *Cultural Development Policy* for the 2017-2022 period demonstrates our conviction that the more we collectively understand how to provide members of the public with an even richer cultural experience in their living environments in the age of digital technology and cultural diversity, the more we will enhance commitment and pride.



Machine Variation, performance by artists Nicolas Bernier and Martin Messier – Photo credit: Julie Artacho

14

Priorities

14.1 INDIGENOUS CULTURES

Promote an open and contemporary aboriginality and the richness of Montréal's Indigenous cultures and history.

PRIORITIES:

- Collaborate with Indigenous cultural organizations to showcase the cultures and better support artists from the Indigenous peoples;
- Stimulate the presentation and enhancement of traditional and contemporary Indigenous cultures in municipal venues;
- Starting in 2017, showcase and organize Indigenous cultural products to enhance cultural tourism.

14.2 INCLUSION AND EQUITY

Ensure that all Montréal professional artists can fully contribute to the city's cultural development.

PRIORITIES:

- Move toward exemplary practices by reviewing the programs and practices of the Service de la culture;
- Each year, starting in 2017, improve the representativeness of the Accès culture network—both in programming and in audiences—of Montréal's cultural diversity and artists from culturally diverse backgrounds and the Indigenous and Anglophone communities.

14.3 CULTURAL AND CREATIVE COMPANIES AND INDUSTRIES

Gradually deploy the necessary conditions, so that, beginning in 2018, the climate is favourable to cultural and creative entrepreneurship, the development of emerging artists, export, artistic excellence, and Montréal's influence and positioning as a leader in the development of cultural and creative companies.

PRIORITIES:

- Before the end of 2017, implement a dynamic collaboration mechanism between the Service de la culture and the Service du développement économique to heighten the impact of the actions taken;
- Initiate forward-looking deliberations to ensure that, by 2022, the municipal administration has deployed programs and products adapted to the realities of the cultural environment, which support the development of entrepreneurial skills, the creation of innovative new business models and export;
- Provide leverage for determinative projects for mutualization of services, facilities, creation and risk-taking by fostering the emergence and deployment of innovative economic initiatives.
- Review the processes and criteria of support programs in order to respond to situational realities and move toward greater flexibility to better seize opportunities, sustain networking and support business models and hybrid projects;
- Activate the Comité sur l'industrie de l'audiovisuel (Committee on the Audiovisual Industry) in 2017 so that Montréal retains its leadership position.

14.4 FESTIVALS AND EVENTS

Define an avant-garde strategic vision in 2018, thanks to which festivals and events can continue to flourish in an entrepreneurial perspective, seek additional revenues, and develop strong branding and emerging artists.

PRIORITIES:

- Articulate a position and long-term development strategy that encompass all relevant aspects: development of space; economic, cultural and social development, and enhancement of quality of life;
- Bring all stakeholders together with regard to development priorities;
- Proactively manage the array of festivals and events.

14.5 INTERNATIONAL OUTREACH

Rely on national and international networks to extend the renown of the Montréal brand, and the creations and know-how of artists and cultural and creative companies.

PRIORITIES:

- Develop a strategy to enhance and promote the city's local cultural products and the discoverability of Montréal artists;
- Collaborate with partners, primarily the Bureau des relations internationales, to increase Montréal's outreach and branding abroad.

14.6 CULTURAL TOURISM

Position Montréal as a cultural metropolis.

PRIORITIES:

- Develop, intensify and enhance what is offered by cultural quarters, festivals, museums, public art, design, gastronomy and religious heritage;
- Showcase and structure Indigenous cultural products, beginning in 2017.

14.7 CONSEIL DES ARTS DE MONTRÉAL

Support the Conseil des arts de Montréal (CAM) in its mission of identification, support, backing and recognition, with special emphasis on strategic priorities for emerging artists, diversity and development of cultural philanthropy.

PRIORITIES:

- Review the programs of the CAM and the Service de la culture and ensure coherent action and determinative complementarity.

14.8 DIGITAL CREATIVITY

Confirm, by 2020, Montréal's position as one of the world's leaders in digital creativity.

PRIORITIES:

- Stimulate and support the consolidation of the digital creativity sectors;
- By 2020, facilitate the deployment of a landmark event increasing the renown of this sector's stakeholders.

14.9 PRIVATE VENUES IN MONTRÉAL

Help maintain the competitiveness of private venues that play a primary role in providing access to various cultural expressions and the development of artists.

PRIORITIES:

- Implement an assistance program for the digital upgrade of private performance halls;

14.10 CULTURAL QUARTERS

Continue the implementation of cultural quarters, as well as their artistic and commercial development, around cultural facilities, libraries, creative places, production sites and venues.

PRIORITIES:

- Integrate cultural quarters into the municipal Urban Plan and encourage the boroughs to do likewise in their environment;
- Promote the involvement and participation of local organizations and citizens in the development of their cultural quarter;
- Work together with the Service du développement économique to integrate culture and cultural institutions into the development of commercial arteries;
- Ensure an integrated approach to the development of commercial quarters, projects for the enhancement of heritage attractions and the creation of municipal, government and private cultural facilities;
- Promote the implementation of identity, physical and digital initiatives that will consolidate the cultural quarters.

14.11 CULTURAL FACILITIES

Promote the better integration of cultural functions, and increase attendance and citizen appropriation.

PRIORITIES:

- Define a master plan for the development, restoration, upgrade and creation of cultural facilities throughout the city;
- Continue to hold competitions and maintain the objective of excellence in design and architecture, with a view to quality, and the creation of a sustainable high-quality legacy for Montrealers.

14.12 PUBLIC ART

Continue efforts to enlarge the municipal collection and deploy public art citywide.

PRIORITIES:

- Complete implementation of the Framework for Action in Public Art by 2022;
- Stimulate the initiatives of private companies and art sponsorship;
- Continue the development of mural art and deploy specific programs to promote the production of temporary and ephemeral works.

14.13 ARTIST STUDIOS

Continue the development of artist studios throughout the city and increase the number of square metres available.

PRIORITIES:

- Promote the emergence of new projects and move closer to the target of 100,000 square metres established in the Framework for Action in Public Art;
- Support the development of live-work artist studios;
- Review the business model to ensure the permanent availability of artist studios.

14.14 DESIGN

Promote quality, innovation, and emerging artists.

PRIORITIES:

- As an exemplary city, stimulate design quality throughout Montréal by facilitating design competitions and deploying appropriate guidance mechanisms;
- As a laboratory city, embrace innovation and creativity, by serving as a test bench for innovative solutions and by being open to the risk of innovation when the situation allows;
- As a city of entrepreneurs, support the emergence and success of young designers through access to municipal projects, mentoring and partnerships.

14.15 HERITAGE

Implement the Heritage Action Plan and renew the intervention practices and means of action by mobilizing multiple partners.

PRIORITIES:

- Act as an exemplary owner and manager by improving municipal processes, enhancing municipal heritage properties and integrating archaeological heritage into development projects;
- Ensure the enhancement of modest heritage by preserving it as a reminder of the identity of Montréal's districts, promoting retention and use of existing buildings, developing innovative fiscal and funding tools for heritage enhancement, creating a vulnerability directory, and taking action when heritage is at risk;
- Support the adaptive reuse of emblematic complexes by governing and supporting their conversion, particularly large hospital and religious complexes;
- Disseminate knowledge and encourage recognition by developing good practices and technologies to facilitate data sharing, enhancing Montréal's commemorative heritage by increasing the visibility of women in street names and other toponymy, and by celebrating exemplary actions in the context of *Opération patrimoine*, Montréal's architectural heritage campaign;
- Integrate the enhancement and transmission of Montrealers' intangible cultural heritage into the programming of municipal museums, its policies and its programs.

14.16 THE QUARTIER DES SPECTACLES

Maintain the Quartier des spectacles' status as the cultural focal point of the metropolis, linked in a dynamic relationship with Montréal's cultural quarters.

PRIORITIES:

- Consolidate the mandate of the Quartier des spectacles Partnership and support its development and programming activities, as well as its role as operator of this district;
- Complete the development of the Western Hub of the Quartier des spectacles and continue that of the Eastern Hub, paying special attention to the social impact of this development;
- Use the public spaces of the Quartier des spectacles as places for innovation and experimentation and maintain the development of digital creativity as their priority characteristic.

14.17 OLD MONTRÉAL

Continue the affirmation and enrichment of Old Montréal's identity so that it fully contributes to the cultural, social and economic life of Montrealers.

PRIORITIES:

- Continue implementation of measures of the *Plan de protection et de mise en valeur du Vieux-Montréal* (Old Montréal Protection and Enhancement Plan);
- Support the land use mix in the district for an authentic living environment;
- Promote the maintenance of the use of the Old Port for recreational tourism;
- Review the practices and regulations for occupation of the public domain.

14.18 THE PUBLIC LIBRARIES NETWORK

Contribute to the development of an inclusive and engaged community by renewing the 21st-century-library experience for citizens, and by continuing to offer users a high-quality experience.

PRIORITIES:

- Complete by 2022 eight library projects (including three mixed projects that include cultural places) under the *Programme de rénovation, d'agrandissement et de construction (RAC) de bibliothèques* (Public libraries renovation, expansion and construction program), and use competitions to maintain the level of excellence in design and architecture;
- Increase services meeting the particular needs of designated clientele through an inclusive approach, particularly for immigrants and vulnerable groups;
- Promote collaboration with boroughs and strengthen connections with the community and recreational environments, emphasizing cultural mediation and extramural actions;
- Ensure by 2022 a high-level digital and technological environment, guaranteeing user-friendly services by developing digital and technological literacy, particularly through the establishment of creation and fabrication laboratories (Fab Labs) and workshops.

14.19 MONTRÉAL MUSEUMS

Support the consolidation, diversity and synergy of the museum community.

PRIORITIES:

- Review the museum financial ecosystem with public partners;
- Stimulate the conservation and presentation of tangible and intangible cultural heritages;
- Stimulate the integration of digital arts and new technologies into the museum network;
- Develop a museum strategy that will allow the creation of determinative synergies;
- Develop, by 2018, collaborative discussions with public partners and the various stakeholders of the museum community to promote the accessibility and renown of Montréal's museums, for both citizens and tourists;
- Develop a common vision of history museums with the provincial and federal governments;
- Ensure the development of the Space for Life complex to promote the rapprochement of citizens with nature with a view to preserve biodiversity;
- Update the mission and role of the Centre d'Histoire de Montréal so it fully embodies the memory of Montrealers.

14.20 CULTURAL RECREATIONAL ACTIVITIES AND AMATEUR ARTS

Adapt the range of activities to Montréal's demographic realities.

PRIORITIES:

- Offer citizens a quality experience by ensuring that organizations and boroughs have financial means to allow them to enrich or renew their activities;
- Promote collaboration between boroughs and the stakeholders of the cultural recreational activities network in order to offer the diversity of services expected by different clienteles;
- Improve facilities dedicated to amateur arts and promote access to music studios, rehearsal halls and exhibition halls;
- Design public spaces to allow the holding of spontaneous amateur arts activities; promote sharing and render the creative experience accessible to all;
- Value citizen creative efforts and support their presentation through municipal networks.

14.21 CULTURAL MEDIATION

Promote, through cultural mediation, the crossover between citizen practices and the professional artistic community, with a view to supporting intercultural encounters, diversity of expression and the mixing of practices.

PRIORITIES:

- Continue the exploration of innovative avenues that encourage cultural inclusion and sustainable development, both with cultural and community partners, and with artists, the education community and the social economy sector;
- Enlarge the scope of research and action to integrate artists and the public into urban development following an interdisciplinary approach adapted to the challenges of major cities;
- Support initiatives designed to stimulate the public's participation in the development of digital culture.

14.22 THE ACCÈS CULTURE NETWORK (MAISONS DE LA CULTURE)

Reaffirm the network's essential role as a tool of cultural democratization and development, social progress and rapprochement among citizens.

PRIORITIES:

- Develop a wider audience while promoting talent discovery, risk-taking and innovation;
- Offer programming complementary to that of private performing arts and audiovisual arts groups;
- Play an active and determining role through cultural mediation and artistic incubation;
- Proceed, by 2022, with the digital equipment improvement of the Accès culture network's performance halls under the *Plan directeur des équipements culturels* (Master Plan for Cultural Facilities);
- Improve annually, starting in 2017, the representativeness of Montréal's cultural diversity and culturally diverse artists as well as those from the Indigenous and Anglophone communities, in both programming and audiences.

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