

VISION 
 **2025**
OF 
 **CONSEIL**
 **DES** 
ARTS  **DE**
MONTRÉAL



Credit: Hugues Bouchard

In 2025, the Conseil des arts de Montréal will be recognized as a leader and catalyst for an even more inclusive, sustainable and resilient ecosystem of artistic communities for the benefit of the people of Montréal. To guide the organization and stay the course, the CAM developed a strategic plan after consulting and listening to the interested parties in its community with the guidance and support of the Deloitte firm. The following is the outcome of this essential thought process.

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MESSAGE FROM THE CHAIR AND EXECUTIVE DIRECTOR



Credit: Normand Huberdeau

The activities leading up to a strategic plan exercise are always a pivotal, exciting time for any organization. The current process was no exception. It showed us how far we have come since 2018 — particularly during the recent storm — and helped to engage in a dialogue with our teams, our close collaborators and many representatives of the Montréal arts community in order to write the next pages of our script. Together.

This same thought process revealed that for the CAM to remain relevant while pursuing clear objectives, it must first and foremost remain connected and engaged in ongoing open and

thought-provoking discussions with the various stakeholders in its ecosystem. The CAM must act as a spokesperson for the arts community, with a focus on calling attention to the community's importance and leading it into action.

Finally, the success of this plan depends on our collective ability to financially support recipients with varied and replenished revenue streams while keeping administrative costs at optimal levels.

The challenge is significant, and all of us are carried forward by the deep determination of the artists and cultural workers who inspire us every day.

Ben Marc Diendéré, Chair

Nathalie Maillé, Executive Director

BACKGROUND

Driven forward toward recovery, the CAM has seized post-pandemic opportunities to clarify its vision and priorities. As shown by fall 2021's Léger poll, "[Les arts toujours au cœur des citoyens](#)", the general public is more aware than ever of the importance of arts and culture in our society.

Naturally, the immediate challenges inherent in funding, precariousness, labour, the transformation of work and the recreation of bonds with the public spring to mind. But we must also remember the strong capacity for innovation, changes in artistic practice and approaches, and the use of digital technology and new technologies as other factors to consider in the arts community. The creation of closer ties is in full swing, along with the democratization of art within living environments. Ecoresponsibility, interdisciplinarity, new presentation venues and resource sharing are other important trends.

A growing sensitivity about the importance of enhancing and developing a philanthropic culture within the arts is another area that demands our attention.

In this context, the CAM aims rely on its strengths to advance its vision:

- › a proximity approach with Montréal's arts community
- › organizational responsiveness and ability to adapt quickly
- › strategic use of its own financial resources
- › agility and boldness, to gain the flexibility needed to create experiences that benefit the entire ecosystem
- › a strong, committed and collaborative team with the competence, listening skills, human approach and unifying leadership to make it shine

MONTRÉAL 2030

CAM, a proud partner working in cooperation with the City of Montréal to implement the municipal Montréal 2030 Strategic Plan. The CAM is the ideal organization to take action on the following City priority: ***Support the cultural vitality of Montréal and its creative heart, including cultural industries, artists, creators and cultural workers, and ensure the sustainability of their activities in its territory.***

In line with the city's other directions, the CAM must also reflect the interest in strengthening solidarity, equity and inclusion, in accelerating the ecological transition by supporting the circular and social economy for one thing, and in improving democracy and civic participation through active involvement in reconciliation with Indigenous peoples, among other things.

5 PRIORITY ISSUES

Increasing its budget in an inflationary and uncertain economy

- › Need to continuously expand the importance placed by governments and the private sector on the role of the arts
- › Risk of stagnation or decline in government spending on culture as the crisis ends
- › Income diversification through organizational culture and philanthropic activities

Sustained relevancy by staying connected to the needs of artists and citizens

- › Ability to keep artists and the public engaged post-crisis
- › Territorial diversification to ensure a cultural footprint across the entire Island
- › Renewed ability to identify future talent and disciplines
- › Risk of losing relevance if CAM is unable to support new initiatives
- › Obligation to make choices streamlining its intervention or greater selectivity to avoid scattering or diluting its impact

Continued effort in connection with a sustainable transition and the dictates of inclusion and diversity in an uncertain context

- › Imperatives of reconciliation with Indigenous peoples

Expanded influence and visibility

- › Enter new circles and meet various communities, different actors and Montréal civil society

Top-level organizational performance

- › The capacity to elicit trust among its partners and donors and to diversify its revenues

CAM'S DNA

Mission

To scout, guide, support and recognize excellence in the creation, production and presentation of the professional arts in Montréal

Purpose

The artistic vitality of Montréal

Vision

CAM will be recognized as a leader and catalyst of an even more inclusive, sustainable and resilient ecosystem of Montréal's artistic communities on behalf of residents

Values



EQUITY

Parity, inclusion, diversity, representativeness and empathy



AUDACITY

Capacity for innovation and openness to difference and risk taking



AGILITY

Preference for developing original initiatives and the ability to measure results and adapt in real time



PROXIMITY

Accessibility, presence in the field, talent scouting, and priority for attentiveness and goodwill



ETHICS

Clarity and objectivity of evaluation criteria, rigour of decision-making processes, free flow of information and decisions, sound governance

CAM'S 4 ROLES

Acknowledge and raise awareness

Document and publicize:

- › the social and economic impacts of the arts
- › the precarious socio-economic conditions facing artists
- › the income streams needed for the arts to exist
- › spontaneous or planned donations

Identify and engage

Advocate for the artistic and cultural communities in dealings with the various levels of government and with philanthropic parties.

Foster a continuum of commitment to the arts, including:

- › public advocacy in support of the arts
- › democratic action (review committee membership, support or voting on public policy in support of the arts, a manifesto, bill, etc.)
- › scouting of opportunities to support artists and projects not yet supported and beneficial to the community
- › artist involvement in civil society organizations and other communities (business, tourism, community, etc.)

Coordinate and collaborate

Gather and share resources and expertise to optimize:

- › our ability to meet more needs in a more equitable ways as far as communities are concerned
- › environmentally responsible community practices
- › the research-creation-production-dissemination continuum
- › access to the arts near living spaces

Support and guide

Provide financial and human support to projects and organizations

Diversify our revenue streams, particularly through philanthropic continuity strategies



3 MAJOR STRATEGIC PILLARS



PILLAR 1 IMPACT

For CAM, having an impact is a matter of day-to-day relevance. The organization wants to connect with the needs of artists and artistic communities across the Island; be accessible to everyone and representative of the Montréal population in its governance, actions and results; and serve as a catalyst and driving force within evolving communities. To achieve this, the CAM will continue to exercise and strengthen its leadership in equity and diversity, proximity, philanthropic development and environmentally responsible transition.

1.1 Equity and representativeness

In order to better represent Montréal's artistic reality and diversity, the CAM has set itself a major objective for 2025: to allocate 25% of its financial support to its priority clientele in underrepresented groups.

The CAM will rely on a renewed equity policy, an even more representative governance model, guidance with even greater proximity, and targeted measures and actions to advance its work in scouting, supporting and recognizing artists and practices that remain underrepresented.

To achieve this, the CAM teams will continue to rally their strengths and the strengths of the community to ensure contact with all artists, and to understand and remove barriers to access to its programs and cultural participation. The goal is to enrich Montréal's artistic ecosystem overall.

Key Initiatives

- › Identify and initiate opportunities to support artists and projects that are not yet supported and would be beneficial to artistic communities
- › Intensify scouting for artists and organizations from priority groups and better represent many faces and dimensions of Montréal's population
- › Consolidate funding and support for priority groups defined by the equity policy and newly welcomed to the Conseil
- › Continue to support the arts community in the fight against racism and discrimination to ensure that diversity is more broadly represented
- › Ensure peer representation on evaluation committees

1.2 Consolidate Montréal's creative core

Supporting the creative heart of Montréal is the essence of CAM's mission. Giving organizations the means to carry out their mandates while ensuring decent living conditions for artists, artisans and cultural workers has been our driving purpose since 1956. This relationship of trust is based on the CAM's ability to engage as a long-term preferred partner of Montréal organizations, collectives and artists. It also requires CAM to play an innovative, intermediary role on social and economic issues that affect the artistic community, in ordinary times and in times of crisis.

To help us see further into the future as a society, artists need comprehensive, sustainable and predictable support. Consolidating this support means strengthening our relationships of trust.

Key Initiatives

- › Review and analyze Conseil programs to better serve the needs artists and arts organizations
- › Assess funding for artists and organizations that have distinguished themselves in relation to the Conseil's objectives
- › Contribute to the development of initiatives to combat socioeconomic insecurity experienced by artists

1.3 Proximity

Proximity is first and foremost determined by the relationships the team has with artists and organizations to meet their needs in a relevant way, consistently from a perspective of equity, inclusion and diversity. This work is carried out hand-in-hand with committed staff and local players to ensure that artists can create, produce or disseminate their works near their homes. To create this proximity, we rely on a rich panoply of accessible artistic production in sync with the green transition underway within the CAM and its partners; on clear and structuring programs that support the artistic aspirations of the communities; and on an international presence that recognizes and nurtures the rich artistic heritage arising from the diversity of Montréal Island's population.

Key Initiatives

- › Develop an accurate picture of the artistic presence throughout the Montréal area.
- › Gain a deeper understanding of the issues faced by stakeholders who make up Montréal's vast artistic network
- › Increase the Conseil's strategic presence across Montréal to reach those who are located furthest from the programs and services it offers
- › Make it easier for artists' collectives and arts organizations throughout the Montréal area to set down roots, create or disseminate their works in suitable and well-equipped spaces close to where they live
- › Integrate best environmentally responsible practices into programs for circulating works, residencies and other territorial initiatives
- › Assess the Conseil's role in terms of its positioning on the regional, national and international arts scene
- › Give Montréal's artistic communities the opportunity to expand their research and creativity in other locations

1.4 Philanthropy

Recognized for its leadership in nurturing professionalism and strengthening the philanthropic capacity of Montréal communities, the CAM wishes to continue this action on the ground, consistent with its desire to engage with society and listen to the needs of the community.

At the same time, CAM is entering a new phase that involves strongly encouraging the philanthropic sector to choose to enhance its contributions to the arts. In this way, the CAM hopes to play a more active role in the philanthropic community, particularly with donors from Montréal's cultural and diversity communities, and others who have never donated to the arts, to encourage them to contribute toward achieving its ambitious equity and representativeness goals.

To advance the arts, the number and value of donations must increase. Now is the time for the CAM to do its part.

Key Initiatives

- › Develop and strengthen a culture of philanthropy within the Montréal arts community
- › Define the Conseil's philanthropic project and its distinctive approach
- › Strive for a culture of philanthropy at all levels of the organization
- › Ensure that philanthropic endeavours are integrated into the Conseil's administrative processes and in line with government policies

1.5 Environmental responsibility

The CAM intends to play a leading role in the collective effort to fight the climate crisis. It is moving faster toward implementing ambitious, more accountable, equitable and sustainable practices. The CAM aims first to reduce its carbon footprint by reviewing its practices in six major areas: sustainable transportation, the digital economy, respectful, local and sustainable procurement, waste management, financing and human resources.

By acting as a catalyst in the community to support the eco-responsible transition, the CAM will provide greater support to cultural communities by developing tools, training and support, as well as financial support programs. The goal is to strengthen the capacity of all organizations to make this transition.

Together, we will help decarbonize the arts sector.

Key Initiatives

- › Implement the Conseil's eco-responsible transition plan
- › Encourage, support and recognize innovative initiatives associated with environmental responsibility

PILLAR 2

BE KNOWN, UNDERSTOOD, AND RECOGNIZED

Reach out to artists again and again to introduce the CAM and get to know each other.

Enter new circles and meet various communities, different actors and Montréal civil society. Explain who we are, what we do and why we are here. Be present, seen and heard. Illuminate. Gather. Ensure that our mission is understood, that our role is clear and that the impact of our actions is documented and shared, by every possible means.

Be better known, understood and recognized so that people can engage with the CAM with complete confidence. Become a partner of choice, always dynamic, always engaged. A go-to.

In 2025, the CAM will have successfully enhanced its recognition and visibility and will be known for its structural leadership and critical contribution to Montréal's artistic vitality.

2.1 Influence and profile

With its website and many updated, enhanced and accessible platforms, the CAM must ensure that its programs and initiatives achieve a higher profile and reach the right targets. To open the door to artists or remote populations, the CAM must communicate more proactively, visibly and effectively.

Key Initiatives

- › Inform, inspire and influence Montréal's arts community to consolidate the Conseil's purpose, values and strategic priorities
- › Promote awareness of the impact of the Conseil's actions and initiatives
- › Assess, amend and enhance communications and public relations practices to ensure that current clients are familiar with the programs
- › Develop strategies and ways to make it easier new clients to find and access programs
- › Develop a public relations and communications strategy to strengthen ties with Montréal's elected officials
- › Introduce Montrealers to initiatives that can add value to their daily lives

2.2 Promote the value of the arts

The CAM's commitment to the arts is tireless and unwavering. The importance of artists' contribution to Montréal's collective existence and distinctive signature needs to be better documented. The impact of artists on society and their rich diversity deserve more attention. Whether through its prestigious Grand Prix or any other recognition activity, the CAM must continue to lend weight to the exceptional work of artists.

Key Initiatives

- › Promote the arts and their contribution to the vitality of Montréal on as many platforms as possible
- › Help to elevate the value of the arts by developing strong, credible arguments geared to various circles
- › Make the Grand Prix the leading recognition event for the Montréal arts community
- › Recognize artists and developments in the arts through awards and actions linked to the Conseil's strategic priorities





PILLAR 3

**EFFICIENCY
AND AGILITY**

The CAM strives to be an efficient organization that meets the needs of its clientele with renewed agility every day; to offer an engaged, competent team to serve the arts community while taking pride and pleasure in contributing to the CAM's mission; and to ensure that work tools, processes and outcomes are evaluated and improved. Internally, the organizational machine must remain well oiled at all times.

The CAM must also ensure that its financial resources suffice to fully implement its priorities by diversifying its revenue sources to better support the creative core of Montréal.

3.1 Organizational culture

Labour market transformations and the challenge of attracting and retaining staff encourages CAM's efforts to provide its employees with positive working conditions adapted to today's realities. It wants to guarantee them a respectful and caring work environment where psychological health is no less important than physical health and where everyone can grow professionally and personally. The CAM wants to stand out by putting people at the centre of its organization.

Key Initiatives

- › Build and formally recognize the staff's expertise and support
- › Assess and adjust work practices and conditions with a view to retaining and attracting staff
- › Implement a process and tools for talent integration and development
- › Prevent mental health problems in the workplace by fostering a psychosocial safety climate

3.2 Continuous improvement

To encourage top organizational performance and effectiveness, the CAM will review, analyze and refine its procedures and practices with an accent on innovation and creativity. It must better structure its technological tools to provide the data and information its needs for to make decisions and, ultimately, maximize its target audiences impact and support for the Montréal arts ecosystem.

Key Initiatives

- › Measure and adjust the impact of all our programs, actions, initiatives and partnerships
- › Support data enhancement initiatives by improving systems and promoting open access
- › Improve our equity, inclusive and diversity practices (governance, evaluation committees, teams, clients)
- › Implement a process to ensure knowledge transfer and retain organizational knowledge
- › Promote the use of digital work tools
- › Ensure continuous improvement of the Conseil's client experience
- › Implement internal communications strategies and tools and promote good collaborative practices
- › Implement and update the policies that govern the Conseil
- › Ensure that the Conseil's activities can be presented in terms of ESG (environmental, social, governance) criteria
- › Analyze, pursue and initiate partnerships with organizations in various sectors to maximize the Conseil's impact in relation to its strategic priorities

3.3 Financial resources

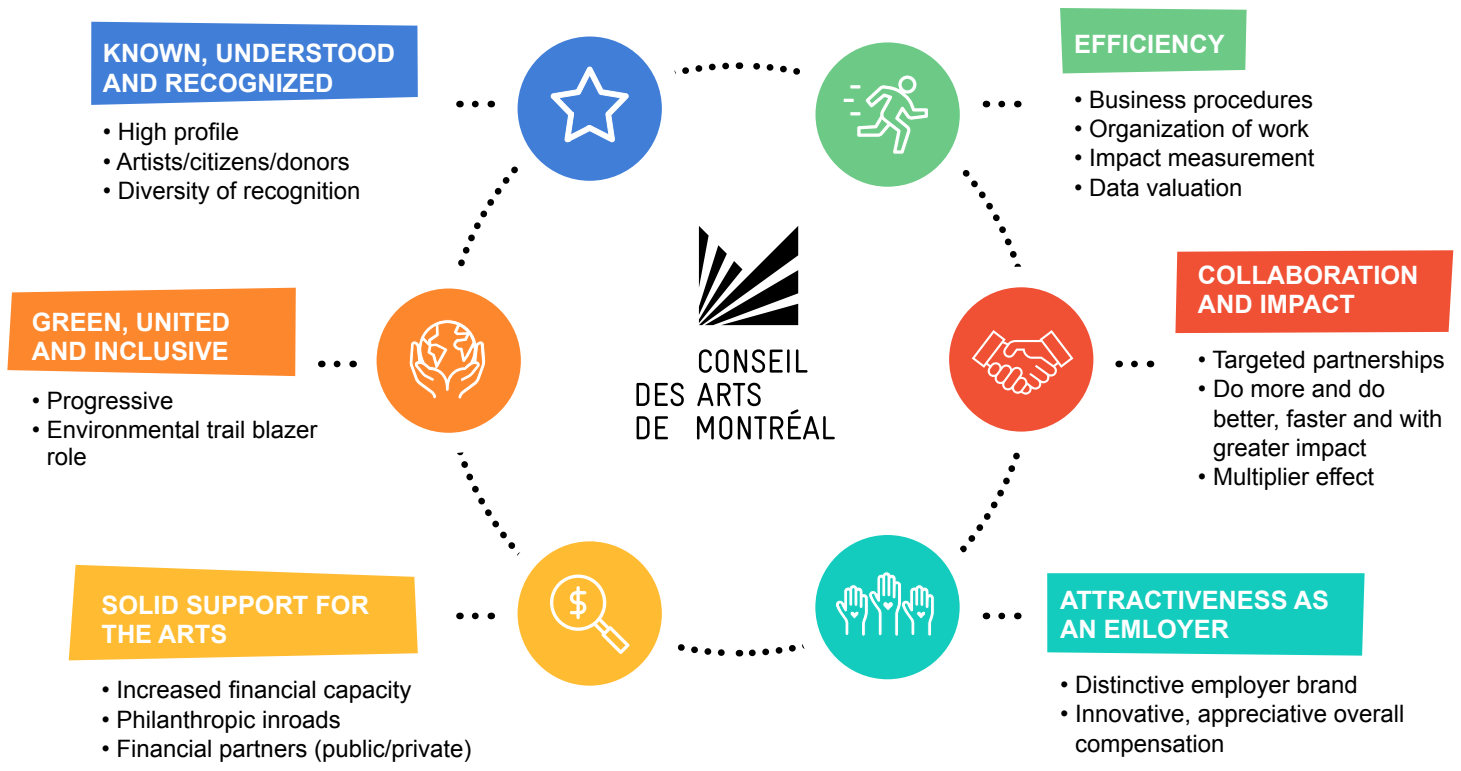
The turmoil resulting from the pandemic has given way to global economic uncertainty. After a period of severe paralysis, the cultural community faces an unsure future. Its responsibility for guiding and supporting Montréal artists to a degree that meets their needs makes it a duty for CAM to explore all financial avenues at its disposal. Like any organization, it is determined to increase its impact despite the constraints sometimes imposed by budget capacities. In addition to relying on a relationship of trust with the municipal government and in consultation with the arts community, the CAM will endeavour to diversify its potential revenues through partnerships. It will also optimize rentals at the Maison du Conseil while developing and promoting a new philanthropic culture.

Key Initiatives

- › Ensure we have the means to match our ambitions to support the arts community
- › Maximize the Conseil's various sources of potential revenue (philanthropy, partnerships and the Maison du Conseil)
- › Together with the City of Montréal, review roles and responsibilities of the Conseil and the various municipal departments that serve the same clientele

CAM'S 2022-2025 APPROACH

With this new plan, the CAM intends to advance in the following areas:



SUMMARY AND TARGETS

PILLAR 1 IMPACT

Strategic Direction 1: Equity and representativeness

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| <p>1.1
Identify and initiate opportunities to support artists and projects that are not yet supported and would be beneficial to artistic communities</p> | <p>1.2
Intensify scouting for artists and organizations from priority groups and better represent many faces and dimensions of Montréal's population</p> | <p>1.3
Consolidate funding and support for priority groups defined by the equity policy and newly welcomed to the Conseil</p> | <p>1.4
Continue to support the arts community in the fight against racism and discrimination to ensure that diversity is more broadly represented</p> | <p>1.5
Ensure peer representation on evaluation committees</p> |
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2025 TARGET:

25% of financial support to priority groups

Strategic Direction 2: Consolidate Montréal's creative core

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| <p>1.6
Review and analyze Conseil programs to better serve the needs artists and arts organizations</p> | <p>1.7
Assess funding for artists and organizations that have distinguished themselves in relation to the Conseil's objectives</p> | <p>1.8
Contribute to the development of initiatives to combat socioeconomic insecurity experienced by artists</p> |
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2025 TARGET:

60% of financial support dedicated to the operation of organizations

Strategic Direction 3: Proximity

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| <p>1.9
Develop an accurate picture of the artistic presence throughout the Montréal area</p> | <p>1.10
Gain a deeper understanding of the issues faced by stakeholders who make up Montréal's vast artistic network</p> | <p>1.11
Increase the Conseil's strategic presence across Montréal to reach those who are located furthest from the programs and services it offers</p> | <p>1.12
Make it easier for artists' collectives and arts organizations throughout the Montréal area to set down roots, create or disseminate their works in suitable and well-equipped spaces close to where they live</p> | <p>1.13
Integrate best environmentally responsible practices into programs for circulating works, residencies and other territorial initiatives</p> |
| <p>1.14
Assess the Conseil's role in terms of its positioning on the regional, national and international arts scene</p> | <p>1.15
Give Montréal's artistic communities the opportunity to expand their research and creativity in other locations</p> | | | |

2025 TARGET:

To increase support or presence of the arts in areas on the Island of Montréal underserved by the Conseil

Strategic Direction 4: Philanthropy

1.16
Develop and strengthen a culture of philanthropy within the Montréal arts community

1.17
Define the Conseil's philanthropic project and its distinctive approach

1.18
Strive for a culture of philanthropy at all levels of the organization

1.19
Ensure that philanthropic endeavours are integrated into the Conseils administrative processes and in line with government policies

2025 TARGET:

\$1.5 million in accumulated donations

Strategic Direction 5: Environmental responsibility

1.20
Implement the Conseil's eco-responsible transition plan

1.21
Encourage, support and recognize innovative initiatives

2025 TARGET:

To integrate environmentally responsible criteria consistent with the Montréal Climate Plan (reduce GHG emissions by 55% by 2030 and become carbon-neutral by 2050) into every one of the Conseil's programs

PILLAR 2

BE KNOWN, UNDERSTOOD AND RECOGNIZED

Strategic Direction 1: Influence and profile

2.1
Inform, inspire and influence Montréal's arts community to consolidate the Conseil's purpose, values and strategic priorities

2.2
Promote awareness of the impact of the Conseil's actions and initiatives

2.3
Assess, amend and enhance communications and public relations practices to ensure that current clients are familiar with the programs

2.4
Develop strategies and ways to make it easier for new clients to find and access programs

2.5
Develop a public relations and communications strategy to strengthen ties with Montréal's elected officials

2.6
Introduce Montrealers to initiatives that can add value to their daily lives

2025 TARGET:

To improve the understanding of the Conseil's mission and roles among its key stakeholders
(current and potential artists, elected officials, partners)

Strategic Direction 2: Promote the value of the arts

2.7
Promote the arts and their contribution to the vitality of Montréal on as many platforms as possible

2.8
Help to elevate the value of the arts by developing strong, credible arguments geared to various circles

2.9
Make the Grand Prix the leading recognition event for the Montréal arts community

2.10
Recognize artists and developments in the arts through awards and actions linked to the Conseil's strategic priorities

2025 TARGET:

To launch a vital signs barometer of Montréal's arts and culture

PILLAR 3 EFFICIENCY AND AGILITY

Strategic Direction 1: Organizational culture

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| <p>3.1
Build and formally recognize the staff's expertise and support</p> | <p>3.2
Assess and adjust work practices and conditions with a view to retaining and attracting staff</p> | <p>3.3
Implement a process and tools for talent integration and development</p> | <p>3.4
Prevent mental health problems in the workplace by fostering a psychosocial safety climate</p> |
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2025 TARGET:

To be certified to the BNQ Healthy Enterprise standard – Prevention, Promotion and Organizational Practices Contributing to Health and Wellness in the Workplace

Strategic Direction 2: Continuous improvement

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| <p>3.5
Measure and adjust the impact of all our programs, actions, initiatives and partnerships</p> | <p>3.6
Support data enhancement initiatives by improving systems and promoting open access</p> | <p>3.7
Improve our equity, inclusive and diversity practices (governance, evaluation committees, teams, clients)</p> | <p>3.8
Implement a process to ensure knowledge transfer and retain organizational knowledge</p> | <p>3.9
Promote the use of digital work tools</p> |
| <p>3.10
Ensure continuous improvement of the Conseil's client experience</p> | <p>3.11
Implement internal communications strategies and tools and promote good collaborative practices</p> | <p>3.12
Implement and update the policies that govern the Conseil</p> | <p>3.13
Ensure that the Conseil's activities can be presented in terms of ESG (environmental, social, governance) criteria</p> | <p>3.14
Analyze, pursue and initiate partnerships with organizations in various sectors to maximize the Conseil's impact in relation to its strategic priorities</p> |

2025 TARGET:

To measure the Conseil's impact in real time with reliable indicators, data and tools

Strategic Direction 3: Financial resources

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| <p>3.15
Ensure we have the means to match our ambitions to support the arts community</p> | <p>3.16
Maximize the Conseil's various sources of potential revenue (philanthropy, partnerships and the Maison du Conseil)</p> | <p>3.17
Together with the City of Montréal, review roles and responsibilities of the Conseil and the various municipal departments that serve the same clientele</p> |
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2025 TARGET:

To increase revenues by \$25M

(Urban Agglomeration of Montréal: \$24M in 2025 / Partnerships: \$800K / Maison du Conseil: \$200K in additional revenues)

Our most sincere thanks

The management team of the Conseil des arts de Montréal would like to thank all those who participated in conceptualizing this strategic plan and who enhanced it with their transformative and motivating ideas for the future of our arts community.

Firstly, we would like to highlight the vital contribution of the Board members under the unifying leadership of Ben Marc Diendéré, our partners and representatives of the Montréal arts community who were consulted and shared their expertise with a sense of commitment that is a credit to them.

We would also like to emphasize the dedicated and diligent work the Conseil's permanent staff, who have been involved at every major stage of this plan and who are responsible for carrying this vision through to 2025. It is with a great enthusiasm that we look forward to sharing this future with you!

Finally, thank you to Louis Duhamel and the Deloitte team who have guided the Conseil by asking the right questions... and listening to the answers!

Nathalie Maillé, Executive Director

Julie Beaudoin, Human Resources Advisor

Paule Beaudry, Director of Territorial Initiatives and Customer Services

Hugo Couturier, Director of Communications and Partnerships

Regan Toews, Director of Management, Finance and Administration

Julien Valmary, Director of Support and Philanthropy

Montréal, November 2022



CONSEIL
DES ARTS
DE MONTRÉAL