

2024

# HIGH- LIGHTS OF CONSEIL DES ARTS / DE MONTRÉAL

2024 IN  
NUMBERS

Contribution from the Agglomération de Montréal area

\$21,936,700

Indexation of

\$430,100

(+2% vs. 2023)

Total amount invested in support programs

\$20,014,070

(+3% vs. 2023)

757

organizations and  
collectives supported

146

partners and donors

2,059

applications submitted  
to the Conseil (+8%)



32

internships

18,433

hours of funded internships

1,416

applications accepted  
(+29%)



405

individual artists supported  
647 artists supported  
in collective

39

funded artist residencies

69%

acceptance  
rate

\$749,000

given to organizations through fiscal sponsorship donations



Ever-increasing support

SUPPORT FUND FOR ACCESSIBILITY COSTS FOR ALL PROGRAMS

- \$83,840 invested
- A 15% increase from 2023
- 62 artists, collectives and organizations

SUPPORT FOR DEAF ARTISTS AND ARTISTS WITH DISABILITIES (INDIVIDUALS, COLLECTIVES AND ORGANIZATIONS)

- \$414,204 invested
- A 18% increase from 2023
- 30 applications approved

Focus on capacity diversity and peer learning

NEW

UNIVERSAL ACCESSIBILITY COMMUNITY OF PRACTICE

Established in 2022 by the Théâtre du Rideau Vert, this community of over 70 members from Quebec cultural institutions is now supported by the Conseil. It fosters a culture of pooling that promotes peer learning, capacity building and resource sharing.

MTL ARTS ACCESSIBLES

The Conseil supported this festive evening hosted by MAI (Montréal, arts interculturels) and Danse-Cité, which presented accessible cultural activities by 18 arts organizations for people who are D/deaf, hard of hearing, blind, partially sighted, with reduced mobility or neurodivergent in Montréal for the 2024-2025 season.

Diversity within the Conseil

	Culturally diverse	Indigenous
Board of Directors (response rate: 100%)	30%	1 member
Indigenous Arts Committee	-	11 members
Evaluation Committees (response rate: 23%)	13%	4%
Team (response rate: 95%)	16%	3%

Note: The self-identification form is completed on a voluntary basis, and each question has a "Prefer not to answer" option.

## 1.2 CONSOLIDATE MONTREAL'S CREATIVE CORE

2025 Target:

**60%**

of financial support  
dedicated to the operation  
of organizations

Year after year, the General Funding Program positions the Conseil as a reliable partner that is attentive to the needs of the arts community. Organizations need to feel confident when planning their long-term activities, while staying flexible enough to adapt to rapid changes in their environment without compromising their creative vision.

The Conseil remains committed to pursuing its mission to consolidate artistic communities. This is why operating grants now make up 56% of the financial support offered.

### Investing in longevity, trust and predictability: a concerted effort

2024 was a crucial year for four-year operating grants, an essential program that allows organizations to plan for the long term.

The Conseil was able to launch a new call for this program, providing the arts community with a unique opportunity for multi-year planning. Based on the principles of democracy, ethics and rigour, the grant process involved peer artists and cultural workers, as well as the Conseil's teams, who handled large volumes of applications under tight deadlines.

### General Funding Program

#### FOUR-YEAR OPERATING GRANT

In 2024, the Conseil allowed a record number of organizations to apply for four-year operating grants. It should be noted that in the exceptional context of the pandemic, the Conseil renewed multi-year operating grants for an additional three years.

The applications were analyzed by committees made up of cultural workers and artists working in the same discipline, tradition or arts practice.

NEW

#### CALL FOR FOUR-YEAR OPERATING GRANTS

- › 355 applications submitted
- › 297 applications accepted (84% acceptance rate)
- › 69 new applicant organizations
- › 33 new organizations entering the four-year operating grant
- › 95 evaluation committee members gathered for nearly 19 days

**\$10,495,500 in four-year operating grants invested in 297 organizations in 2024**

### Community needs exceed Council capacity

The total amount of four-year operating grant applications submitted was initially \$18,158,607, which exceeds the Conseil's financial capacity. A total of \$5,809,747 in grants was recommended by the evaluation committees, but not awarded due to Council budget limitations. Budget constraints therefore prevent the Conseil from meeting its target of dedicating 60% of its financial support to organizations' operating expenses.

## PILLAR 1 - IMPACT

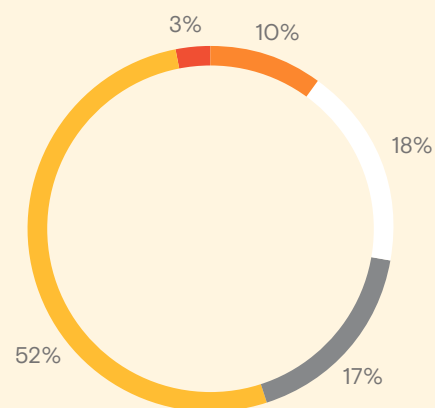
### NEW Consolidating and simplifying the lives of organizations

- › Better predictability: 91 organizations that previously received two-year operating grants are now receiving four-year operating grants.
- › Higher minimum cut-offs: 91% of organizations receiving four-year operating grants now receive a minimum annual grant of \$15,000.
- › Fewer reports to complete:
  - 253 organizations, or 85% of all organizations receiving four-year operating grants, experienced a streamlined financial reporting process.
  - By simplifying its forms, the Conseil is reducing the annual reporting workload of the 297 organizations receiving four-year operating grants by 50%.

Portrait of the 355 applicant organizations	Number	%
Organizations receiving a higher grant amount	107	30%
Organizations receiving the same grant amount	127	36%
Organizations receiving a reduced grant amount	30	8%
Organizations entering the four-year operating grant program	33	9%
Organizations leaving the four-year operating grant program	19	5%
Organizations transitioning from four-year operating grants to project grants	3	1%
Organizations not accepted (new applicants)	25	7%
Organizations selected for project support	11	3%

### Breakdown by grant level

Grant threshold	Number of organizations	%	Grant amount	%
● \$250K+	3	1%	\$1,080,000	10%
● \$100K-\$249K	15	5%	\$1,903,000	18%
● \$50K-\$99K	26	9%	\$1,765,000	17%
● \$15K-\$49K	226	76%	\$5,444,000	52%
● Less than \$15K	27	9%	\$303,500	3%
<b>Total</b>	<b>297</b>	<b>100%</b>	<b>\$10,495,500</b>	<b>100%</b>



## PILLAR 1 - IMPACT

### TWO-YEAR OPERATING GRANTS

For the final year in 2024, 46 organizations newly admitted in 2023 received consolidated support in the form of two-year operating grants. This is an investment of \$619,000. In 2025, these organizations are invited to apply for four year-operating grants.

In 2024, an annual budget of \$11,114,500 was invested in multi-year operating grants for arts organizations. The Conseil is therefore making a cumulative financial commitment of over \$44.4 million for fiscal years 2024, 2025, 2026 and 2027 to support organizations' operations.

#### Operating grant results by discipline (two-year and four-year)

Discipline	Number of applications received	Number of applications accepted	Total budget invested
Street arts	4	3	\$47,000
Circus arts	13	10	\$261,000
Digital arts	20	13	\$376,000
Visual arts	47	38	\$1,381,000
Film	37	28	\$679,000
Dance	69	56	\$1,664,000
Literature	48	35	\$631,000
Music	88	68	\$2,312,000
Non-disciplinary artistic practices	12	12	\$351,000
Multidisciplinary sector	30	21	\$783,000
Theatre	85	60	\$2,629,500
			<b>\$11,114,500</b>

### PROJECT GRANTS

Project grants for organizations and collectives continued to be in very high demand in 2024, with 502 applications received.

- › \$2,329,619 was invested in project grants for 271 organizations and collectives
- › The Conseil's level of investment in project grants in 2024 was the second highest amount in its history, just behind 2021 during the COVID-19 pandemic.

### ARTISTS' STUDIOS AND CREATIVE SPACES

#### Opening the doors to creation: more accessible workshops

- › \$486,450 invested to maintain an artistic presence in Montréal and keep artists' studios accessible and sustainable.
- \$371,710 invested in direct rent support for artists' studios, benefitting 427 artists, collectives and organizations in visual arts and craft arts as part of the funding program between the Conseil and the City of Montréal.

#### The innovation lab that transforms creative spaces

In 2023, with the support of Power Corporation of Canada and the Canada Council for the Arts, an innovation lab was launched to co-create solutions with the arts community and various partners. This pan-Canadian approach to social innovation aims to facilitate access to sustainable and affordable venues for artistic creation in Montréal. In 2024, the project was carried out in collaboration with the City of Montréal's Service de la culture. It involves partners from Calgary, Toronto, Vancouver and Montréal.

The innovation lab's report has been published and identifies objectives to maintain and develop creative spaces in Montréal.

### Supporting the power of the arts

The Conseil continues to engage in dialogue and inspire public, private and philanthropic partners through action. It reflects real community needs and encourages collaboration, connection and dialogue.

- › **NEW** — Participation in *Confluence*, a national meeting of arts service organizations hosted by the Canada Council for the Arts, November 20–21
- › **NEW** — Participation in the secretariat of Canadian Public Arts Funders (CPAF)
- › **NEW** — Participation in the first edition of the *Grand rendez-vous du développement culturel*, organized by the City of Montréal's Service de la culture

Composite Evenings celebrated their 40th edition at the National Monument on August 22, 2024, presented by MUTEK in collaboration with the Canadian Centre for Architecture. Supported by the Conseil and launched in 2015, this arts and digital industry event continues to foster learning and networking.



The Accélérateur à idées as part of the Innovation Lab for Creative Spaces at the Maison du Conseil  
Credit: Hugues Bouchard



## 1.3 PROXIMITY

### 2025 Target:

Increased support for and presence of the arts in areas on the Island of Montréal currently underserved by the Conseil

To enable artists to bring their visions to life and their works to the heart of their community, we have built a collaborative network with local and regional partners, creating an ecosystem that allows works to reach people where they live.

### Dissemination

#### CONSEIL TOURING PROGRAM

- › \$1,737,368 awarded
- › 66 beneficiary individuals, collectives and organizations
- › 69 touring projects
- › 407 performances
- › 19 boroughs and 11 participating cities
- › Collaboration between ADICIM and the Maisons de la culture de Montréal network
- › **Three major dissemination agreements**
  - With the Orchestre symphonique de Montréal for a free large-scale symphony concert at Parc Centennial in Beaconsfield
  - With the Orchestre Métropolitain for the free L'OM concert at the foot of Mont Royal
  - With Repercussion Theatre for the Shakespeare-in-the-Park summer tour

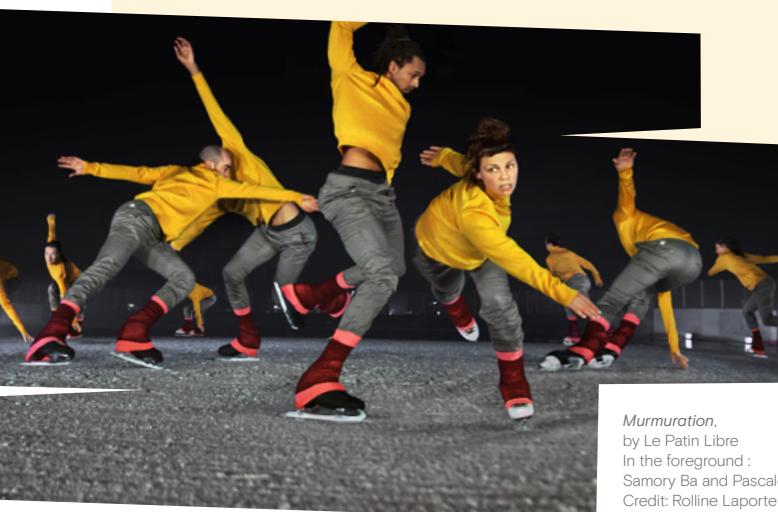


#### Noteworthy projects

**Circus Trajectory:** development of a creation project and launch of a second edition in collaboration with En Piste, the national circus arts alliance, and Compagnie des autres to promote the development of new forms of circus arts in Pointe-aux-Trembles (details, p. 48)

**Ancrage:** carrying out research, creation or production projects deeply rooted in the artists' living environment, fostering a close relationship with local communities and creative collaborations with key local players (details, p. 36)

- › 219,000 awarded
- › 22 projects in 10 boroughs (17 organizations and 5 artists' collectives)
- › More than 22 committed partners, including early childhood centres (CPEs), integrated university health and social services centres (CIUSSs), youth centres, etc.



*Murmuration,*  
by Le Patin Libre  
In the foreground :  
Samory Ba and Pascale Jodoin  
Credit: Rolline Laporte

*L'OM au pied du  
Mont-Royal*  
Orchestre  
Métropolitain  
Credit: Kenan Albochi





*Cap sur le fleuve,  
A puppeteer-manned  
sailing trip by Aluma  
Credit: Elena Sennechael*

## ARTIST ROAD TRIP

For the third consecutive year, the Conseil supported international artistic projects to foster innovation, knowledge sharing and intercultural dialogue. A total of \$220,039 was awarded to 15 projects that transcend borders.

### COMPONENT 1 — Prospecting for residency partners

- › \$9,515 awarded
- › Two projects selected

### COMPONENT 2 — Residency partnerships

- › A total of \$209,725:
  - \$68,000 in grants to five artists' organizations and collectives
  - \$142,524 for eight projects supported over two and three years
- › Five projects selected

## LOCAL CREATIVE RESIDENCIES

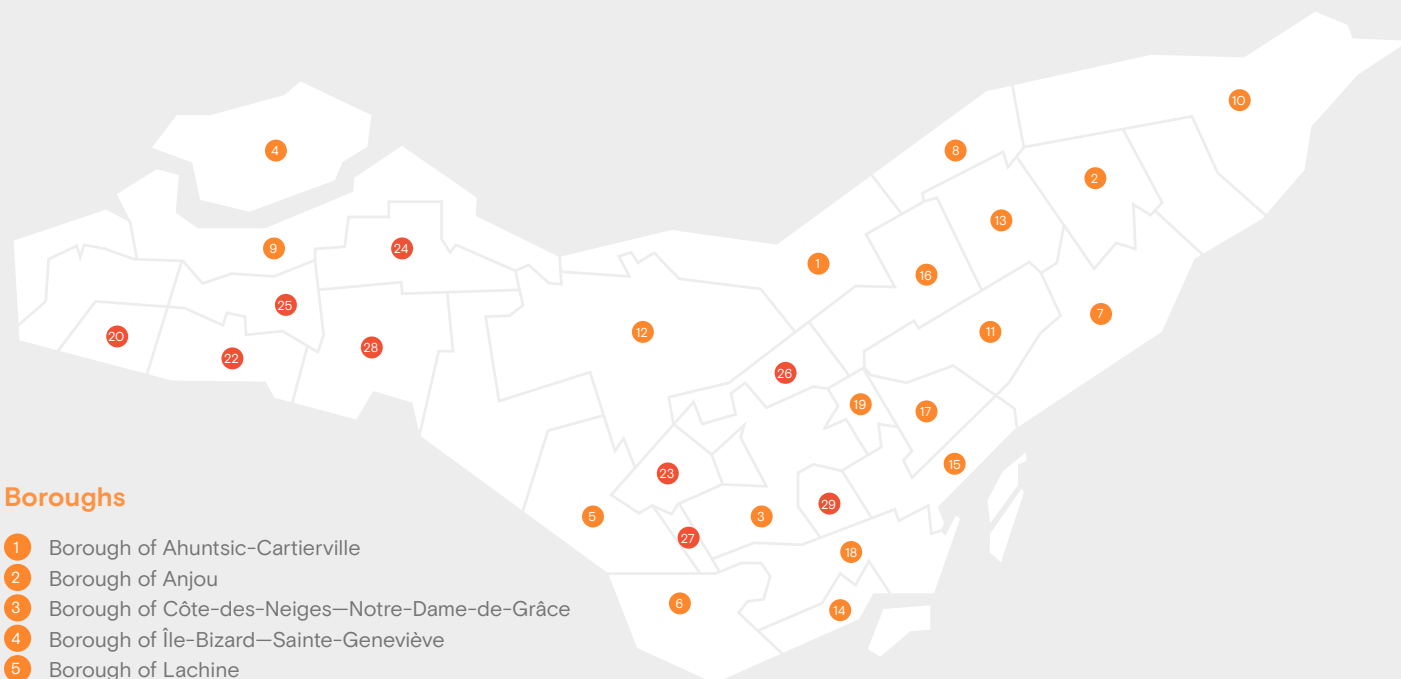


39 residencies in 15 boroughs and five participating cities, in collaboration with 48 partners



*Malcom Odd on the set of  
Au cœur du Mont-Habité as  
part of the Regard sur  
Montréal film residency  
Credit: Jeanne Tétreault*

# MAP OF INITIATIVES



## Boroughs

- 1 Borough of Ahuntsic-Cartierville
- 2 Borough of Anjou
- 3 Borough of Côte-des-Neiges—Notre-Dame-de-Grâce
- 4 Borough of Île-Bizard—Sainte-Geneviève
- 5 Borough of Lachine
- 6 Borough of LaSalle
- 7 Borough of Mercier—Hochelaga-Maisonneuve
- 8 Borough of Montréal-Nord
- 9 Borough of Pierrefonds-Roxboro
- 10 Borough of Rivière-des-Prairies—Pointe-aux-Trembles
- 11 Borough of Rosemont—La Petite-Patrie
- 12 Borough of Saint-Laurent
- 13 Borough of Saint-Léonard
- 14 Borough of Verdun
- 15 Borough of Ville-Marie
- 16 Borough of Villeray—Saint-Michel—Parc-Extension
- 17 Borough of Plateau-Mont-Royal
- 18 Borough of Sud-Ouest
- 19 Borough of Outremont

## Municipalities

- 20 Baie-D'Urfé
- 21 City of Dorval
- 22 City of Beaconsfield
- 23 City of Côte Saint-Luc
- 24 City of Dollard-des-Ormeaux
- 25 City of Kirkland
- 26 City of Mont-Royal
- 27 City of Montréal-Ouest
- 28 City of Pointe-Claire
- 29 City of Westmount
- 30 Toronto



## MAP OF INITIATIVES



## 1.4 PHILANTHROPY

2025 Target:

# \$1.5M

in donations over  
4 years

A registered charity since 1988, the Conseil has helped Montréal's arts community increase its philanthropic capacity and professionalization for the last decade.

Rooted in influence and action, its leadership is recognized among philanthropy professionals in the arts and the philanthropic sector, a committed, strong and supportive community. In 2024, the Conseil continued to raise awareness and increase fundraising efforts among members of the philanthropic community and the general public to encourage them to donate to the arts.

### The Conseil, a strong foundation for the arts

After unveiling its vision and philanthropic ambition in 2023, the Conseil made several significant steps forward in 2024. These significant developments position it as a public foundation capable of giving back to the arts more effectively and taking action alongside efforts by Montréal's arts community.

#### NEW

- › First major donations, including a major multi-year donation by Power Corporation of Canada. This historic contribution supports the Conseil's investment in implementing a support program for environmentally responsible projects or pooling approaches.
- › First multi-year donations
- › First planned gifts

### Modernized technological tools

#### NEW

— To support its efforts and the quality of its relationships with donors, foundations and supporting businesses, the Conseil has invested in a new customer relationship management solution to manage the entire donation cycle.

### Fiscal sponsorship is attracting an increasing number of organizations



\$749,169 invested in grants, or a total of 409 donations



40 organizations supported through fiscal sponsorship, an increase of 21% from 2023

### The next generation in philanthropy: an unwavering commitment

**Parcours — philanthropy internship** continues to grow, with financial support from Caisse Desjardins de la Culture and educational support from HEC Montréal.



\$122,006 invested in total to support eight individual interns at six arts institutions.



A 21% increase from 2023

By the end of 2024, 75% of former interns from Parcours, a program launched in 2017, were working in the arts and culture sector. Of these interns, 48% have duties and responsibilities related to philanthropic management.

**Parcours — professional residency in Toronto** continued for a second year, connecting senior leaders in arts philanthropy in Toronto with a cohort of young arts philanthropy managers in Quebec. This edition:

- › Included 11 participants
- › Four days in Toronto
- › Featured eight professional meetings with philanthropy experts: National Ballet of Canada, Business / Arts, Canadian Stage, Community Music Schools of Toronto, Crow's Theatre, Azrieli Foundation, Luminato Festival, Metcalf Foundation, Power Corporation of Canada, Roseaneath Theatre, Toronto Symphony Orchestra and Young People's Theatre



## Building philanthropic capacity

Initiatives to build philanthropic capacity in the arts community are ongoing and gaining momentum:

- › Financial support for Conversations philanthropiques en culture (CPC), a professional co-development and exchange group on cultural philanthropy
- › Financial support for Act Now for Theatre, an initiative by a group of 19 theatres (including 3 new theatres) to share best practices and knowledge about private donations
- › *Lunch & Learn: Philanthropy*, organized in collaboration with CPC, which welcomed nearly 100 people to the Conseil under the theme *Building Successful Philanthropic Partnerships: Practical Tips from Foundations*



Panel *Building Successful Philanthropic Partnerships: Practical Tips from Foundations*  
Adèle Lacas (Conversations philanthropiques en culture),  
Martine Richard (Fondation J. Armand Bombardier),  
Thomas Leslie (Fondation MacDonald Stewart and  
Fondation Pierre Desmarais Belvédère) and  
Julie L'Heureux (Power Corporation du Canada)  
Credit: Hugues Bouchard

## 1.5 ENVIRONMENTAL RESPONSIBILITY

### 2025 Target:

Eco-responsible criteria integrated into 100% of programs in line with the Montréal Climate Plan

The Conseil is moving further toward environmental responsibility in line with the Montréal Climate Plan: Objective carbon-neutral by 2050. The Conseil will implement its Plan d'action écoresponsable 2022-2025 and take concrete steps to help organizations and artists to make this transition.

This transition is also becoming a permanent part of the Board's governance and policies. The goal is to lead the way and mobilize the arts community and civil society to decarbonize the arts sector.

### Supporting a socio-ecological transition

#### NEW

#### SUPPORTING THE SOCIÉTÉ DES MUSÉES DE MONTRÉAL IN ITS SUSTAINABLE DEVELOPMENT APPROACH

A total of \$15,000 per year supports the development of a culture of pooling through peer learning, capacity building and resource pooling in the socio-ecological transition of member museums, particularly the five Montréal museums supported by the Conseil: the Canadian Centre for Architecture, the Écomusée du fier monde, the Musée des beaux-arts de Montréal, the Musée des métiers d'art du Québec and the McCord Stewart Museum.

#### A RECORD AMOUNT FOR ENVIRONMENTALLY RESPONSIBLE PROJECTS

For the final year of its three-year cycle, the Conseil des arts et des lettres du Québec's (CALQ) and the Conseil's joint program, Environmentally responsible production, dissemination, promotion and consolidation, in collaboration with Culture Montréal, pursued its objective of encouraging professional arts organizations on the island of Montréal to adopt environmentally responsible practices.



\$457,000 awarded to 21 arts organizations by the Conseil and the CALQ to develop projects to transition to environmental responsibility or carry out artistic projects incorporating environmental responsibility.



35% increase from 2023: with support for the Conseil's philanthropic fund by an anonymous foundation, the CALQ — Conseil agreement has increased by \$130,000.

#### NEW

#### ENVIRONMENTALLY RESPONSIBLE CERTIFICATION PROCESS UNDERWAY

The Conseil has embarked on a transformation process by starting the ECO-RESPONSIBLE certification process with the Conseil des Industries Durables. To support this change and in anticipation of applying in 2025, the Conseil has developed several structuring policies and tools:

- › The creation of a Socio-Ecological Transition Committee
- › Its first socio-ecological transition policy
- › Its first socio-ecological procurement policy
- › Its first environmentally responsible commitment

#### CREATIVE GREEN TOOLS CANADA: OUR SUPPORT PROGRAM

Developed specifically for the arts and adapted to a Québec context, Creative Green Tools Canada are carbon calculation and reporting tools that help organizations understand their environmental footprint over time. The support program to adopt measurement tools is offered in collaboration with the Conseil québécois des événements écoresponsables (CQEER).

- › \$15,000 invested
- › 30 arts organizations supported

## 2.1 INFLUENCE AND PROFILE

### 2025 Target:

Improved understanding of the Conseil's mission and roles among key stakeholders

By deepening its community knowledge and constantly optimizing its communication tools, the Conseil strives to increase the relevance and clarity of its interactions with the community. Its application of best communication practices and its transparency build trust in its services and actions, and strengthen its relationship with its partners and artists.

### Evolution, development and innovation

The Conseil has completely redesigned its newsletters, which are now integrated into its new customer relationship management system. This change is accompanied by a new editorial direction, focusing on exclusive and relevant content and a clear and attractive visual presentation.

The Conseil has also conducted an in-depth analysis of its social media presence, assessing the effectiveness of its new editorial approach to better target its future efforts. Creating promotional tools specifically designed for the Conseil touring program, thereby boosting its visibility among these audiences, is also a new development. In addition, the Conseil has established a creative collaboration with the agency Leeroy to update the visual identity of the Grand Prix.

In the interest of transparency, the Conseil has also implemented a system to communicate the results of its various programs in real time. This initiative rapidly disseminates detailed results, including for the four-year operating grant program.

### Promotion

New tools have also emerged to more effectively communicate certain strategic directions.

A new promotional brochure for space rentals at the Maison du Conseil is now available in digital format or in print format at the reception desk.

An information sheet on the philanthropic opportunities offered by the Conseil has also been produced. Combined with the proactivity of the philanthropic development committee, the tool has assisted with outreach.

Philanthropy at the Conseil got a lot of attention in the fall of 2024, with radio interviews, media appearances, events and an article in the newspaper *Le Devoir*. These were all effective ways to highlight the philanthropic project.

New promotional brochure for space rentals at the Maison du Conseil





## 2.2 PROMOTE THE VALUE OF THE ARTS

### 2025 Target:

To launch a barometer of various vital signs regarding arts and culture in Montréal

Valuing the arts means highlighting their profound impact and tangible benefits within a community. To achieve this, the Conseil strives to understand the complex reality of creators, their day-to-day challenges and their needs. Our action results in the emergence of strategic alliances that amplify the voices of artists so that it resonates stronger and extends our reach in society.

### FORUM ON PERFORMING ARTS AND CULTURE

*We are at a pivotal moment in the history of the arts in Montréal. We can proudly look back at everything that has been created and developed over the past few decades. But how can we look to the future when the cultural community is struggling to stay afloat and cracks in the system are appearing everywhere? Only together — and with as many partners as possible — will we be able to overcome this.*

– Nathalie Maillé

With the arts community in the midst of an unprecedented funding crisis, the Conseil collaborated closely with the Chamber of Commerce of Metropolitan Montréal and all partners at the Forum on Performing Arts and Culture held on October 28, 2024. Partnerships were also established with the same partners for the study *Montréal, métropole culturelle : Protéger et développer nos atouts culturels*, conducted by Volume 10.

At the end of the Forum, six major priorities emerged, the first of which emphasizes that the budgets of arts councils must, at a minimum, be systematically indexed.

### THE CONSEIL'S 38TH GRAND PRIX: TWO HISTORIC MOMENTS

On April 11, 2024, the 38th Grand Prix was hosted by Édith Cochrane at the Palais des congrès de Montréal, drawing nearly 750 guests from the arts, business and municipal communities, including Montréal mayor Valérie Plante and Minister of Canadian Heritage Pascale St-Onge.

- › A historic first: the 38th Grand Prix was awarded to Indigenous artist, Mohawk activist and artist **Katsi'tsakwas Ellen Gabriel** for her short film *Kanatenhs – When The Pine Needles Fall*.
- › The first double win in the history of the event: the Jury Prize and the Télé-Québec Audience Award (selected by 3,176 voters) both went to **Marguerite à bicyclette**.
- › \$90,000 in grants awarded to the 8 finalists: **Fondation Massimadi, Katsi'tsakwas Ellen Gabriel** (*Kanatenhs – When The Pine Needles Fall*), **La traversée du siècle** (by Alice Ronfard, based on the work by Michel Tremblay), **MAPP\_MTL, Marguerite à bicyclette, Oktoécho, Plural** (Association des galeries d'art contemporain) and **Studio 303**
- › Major partners: Télé-Québec, Desjardins Caisse de la Culture and La Presse



Nathalie Maillé (CAM) at the Forum sur les arts vivants et la culture organized by the Board of Trade of Metropolitan Montreal, alongside Stéphane Laviolette (TOHU)  
Credit: Courtesy

### 16 AWARDS TO REFLECT THE INNOVATION AND VITALITY OF ARTISTIC DISCIPLINES

- › \$103,500 in grants awarded to artists and arts organizations to reward their outstanding achievements, as recognized by their peers.
- › **NEW** — Three awards handed out thanks to new collaborations
  - **Léa Philippe** from the FAR received the Vivats Award — Boldness in Art, in collaboration with the Conseil québécois des événements écoresponsables (CQEER).
  - **Acting for Climate Montréal** received the Propulsion Award in circus arts at the opening of Montréal Complètement Cirque, in collaboration with En Piste, the national circus arts alliance.
  - **Jean-Pierre Mot** received the Polygone Award for visual arts, in collaboration with *Vie des arts* magazine.
- › Seven prizes were awarded to celebrate the richness of cultural diversity practices.

### WORKS TO DISCOVER

The Maison du Conseil hosted numerous exhibitions throughout the year:

- › January 24 to April 30, 2024: *La texture des souvenirs* by Asia Mason (curator: Sarah Kitzy Gineau-Delyon)
- › June 3 to 30, 2024: *40 ans d'affiches* by Vues d'Afrique
- › September 2 to October 25, 2024: *Titre de voyage* by the Festival LatinArte (artist: Juan David Padilla Vega, curator: Milton Riaño)
- › October 28 to November 5, 2024: *La fête des morts* by the Instituto Cultural de México/Espacio México Montréal
- › November 5 to December 20, 2024: *10 ans d'affiches sociales au Québec* by the Société des designers graphiques du Québec/Marc H. Choko



Vernissage of the exhibition *10 ans d'affiches sociales au Québec* by the Société des designers graphiques du Québec/Marc H. Choko at the Maison du Conseil  
Credit: Hugues Bouchard

## 3.1 ORGANIZATIONAL CULTURE

### 2025 Target:

Certification with BNQ Healthy Enterprise – Prevention, Promotion and Organizational Practices Contributing to Health and Wellness in the Workplace

The Conseil has improved its working conditions and internal practices while continuing to transform its corporate culture to build a more solid foundation. We have continuously monitored the psychological and physical health of our team, implementing concrete initiatives for the well-being of our members. Our commitment to continuing education was also ongoing, providing everyone with the tools they need to thrive professionally in a changing environment.

### Improved working practices and conditions

In an effort to ensure fairness for our entire team, we conducted a review and update of the salary structure. This transparent approach created space for discussion, with everyone given a chance to ask their questions and obtain the necessary clarifications.

At the same time, several core policies were updated, including the register of staff working conditions and the Civility and Anti-Harassment Policy, in accordance with Bill 42. A new Hybrid Work Policy was also adopted.

### An agile organizational culture

The past year was a turning point for transformation and consolidation, culminating in the stabilization of our team. Despite the challenges that arose, including the early 2024 announcement of a budget freeze for 2025, our organization was able to adapt. While the Conseil was forced to eliminate two positions, it has tried to minimize the impact on its staff.

Reviewed and explained collaborative processes to optimize work among its teams, improved internal mobility, job enrichment and strategic redistribution have fostered greater efficiency and created new opportunities for professional development.

Additionally, a new internal committee focused on health, safety and well-being was created. Two enriching training courses were also offered during the year: one on preventing and managing harassment in the workplace, for both employees and managers, and the other on artificial intelligence.



Vernissage of the exhibition  
*La texture des souvenirs*  
by Asia Mason at the  
Maison du Conseil  
Credit: Hugues Bouchard

## 3.2 CONTINUED IMPROVEMENT

### 2025 Target:

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

Our organization reached a critical milestone in 2024 with the development and adoption of the Risk Management Plan and the Crisis Management Plan, the result of successful collaboration between the communications committees and the audit committee of the Board of Directors.

As part of a continuous improvement approach, several strategic initiatives have been implemented.

- › Following the restructuring of the administration, finance and IT teams in 2023, the position of Project Manager — Arts and Philanthropy was reworked to include a data analysis component, thereby strengthening our decision-making capacity.
- › A cybersecurity plan has been developed, including formalized emergency procedures and an awareness and training program for all employees.
- › To optimize our grants management system, a module to automate financial data entry from organizations receiving operating grants was created. A full inventory of required improvements to various forms was completed. Several data reports were also implemented to facilitate access to information about various targets.
- › Launched in August and finalized in fall 2024, the customer relationship management system centralized data to create an in-depth picture of our relational ecosystem.
- › Several improvements were made to the self-identification form to collect more reliable and representative data.



## 3.3 FINANCIAL RESOURCES

### 2025 Target:

Revenue increased  
by \$25M

Overall, the budget increased by 3.12% from 2023, for a total of \$24,701,921 in 2024. Against this backdrop, the Conseil conducted an assessment of the impact and relevance of several programs and initiatives. It subsequently chose to reduce the budget of certain programs and not to renew other programs in order to prioritize operational support.

The Agglomération de Montréal's contribution was indexed by 2% compared to 2023, for a total of \$21,936,700. In addition, the Conseil received a one-time contribution of \$150,000 from the Agglomération for its philanthropic development.

Given the 2025 freeze on this contribution that was announced in March 2024, the Conseil had to exercise caution in its multi-year investments for the four-year operating grant program. Early that year, proactive policy measures were also implemented:

- › Continued allocation of \$500,000 to sustain support programs in future years
- › Ongoing rigorous expenditure control resulted in a surplus of \$242,985, equal to 0.98% of the overall 2024 budget

Own-source revenue increased significantly.

- › Maison du Conseil rental revenue rose 11% from 2023 to \$344,725, a record in the organization's history. This performance brings the increase from 2020 to 2024 to \$186,907, compared to the target of \$200,000.
- › Highlighting the diversification of its own-source revenue, the Conseil recorded a total of \$45,374 of in-kind sponsorships in 2024.



La Maison du Conseil des arts  
de Montréal  
Credit: Hugues Bouchard

