

2025

# HIGH- LIGHTS OF CONSEIL DES ARTS DE MONTRÉAL

Results of the 2022–2025 Strategic Plan

# MESSAGE FROM THE CHAIR

**Mathieu Bouchard**  
President  
Credit: béisle



What sets Montréal apart in the eyes of its residents? The answer is unequivocal: its cultural vitality. For 69% of its population, Montréal is above all a multicultural city, an arts and festivals metropolis. Even more telling, two out of five Montrealers have chosen to make this city their home to access its artistic vitality.

These data, from the third *Les arts au cœur des Montréalais·e·s* survey conducted by Léger in collaboration with the Conseil des arts de Montréal (CAM), confirm a fundamental truth: culture is the foundation of our quality of life, not a luxury. This allegiance from the population comes with a responsibility, and that is to support artists and defend the place of the arts in the life of the city.

It was precisely in the name of this responsibility that, in October 2025, I co-signed, alongside 75 civil society leaders, an open letter calling on Montréal's mayoral candidates to make arts and culture a priority. We asked for a strong signal: a path to a \$30 million annual contribution to the CAM by 2030, as well as a commitment to provide the necessary resources to the Service de la culture and its key network of Maisons de la culture and libraries, as well as to the boroughs to generate a sustainable social impact.

This call for political courage was heard. I salute the vision and willingness to listen of Mayor Soraya Martinez Ferrada, whose administration increased its allocation to the Conseil's budget by \$2.5 million effective 2026 and has committed to reaching the goal of \$30 million by 2028. This is a significant boost for our community after a 2025 marked by our first fiscal freeze since 2007. This concrete action will bring our programs up to date and increase direct support to hundreds of artists, collectives and organizations. It's a victory for the arts — a victory we've achieved together.

However, funding is only one lever in the service of a vision. The Conseil, keenly aware of this reality, took a careful look at the whole landscape to define its new ambitions. Our 2026–2030 strategic plan, *For the Arts, for the World*, is the result of exhaustive consultation and extensive fieldwork. Through international benchmarking, surveys, focus groups,

one-on-one interviews, and strategic retreats with board members and the team, we were able to grasp the full measure of the realities faced by artists and our partners in order to ensure that our orientations perfectly match the community's needs.

This comes at a pivotal moment, as the Montreal arts sector—having weathered periods of both vitality and fragility—now stands at a crossroads. It must reaffirm its resilience and sense of community while adapting to changing practices. Our role is to accompany, support, recognize and identify the artists who will play a key role in this evolving artistic landscape.

These orientations complement Montréal's new Cultural Development Policy. We aim to work together to build a framework where accessibility, inclusion, equity and ecological transition are not just ideals, but tangible realities.

This vision for the future highlights the unique added value of the CAM within Montréal's cultural ecosystem while identifying the necessary transformation levers to strengthen its impact.

We have just emerged from a critical period—at the juncture of two strategic plans, between the paralysis of a budget freeze and the hope of a reinvestment—and I would like to thank the Board members for their exemplary governance, as well as the CAM team that, day after day, demonstrates its deepest commitment.

In particular, I would like to recognize Nathalie Maillé, our Executive Director since 2013. It was with deep emotion that I received the announcement of her departure, scheduled for late 2026. Her collaborative leadership and ability to bring together communities from all walks of life for the benefit of artists have consolidated our organization in a sustainable way.

Under her leadership, the contribution of the Urban Agglomeration of Montréal nearly doubled from \$12.5 million to \$24.4 million in 2026. She successfully defended a clear affirmation of equity and made the Conseil a key player in Montréal's vitality. There is no doubt whatsoever that she leaves behind a strong institution, capable of supporting our artists to the full extent of the immense pride they bring to the city.

## MESSAGE FROM THE EXECUTIVE DIRECTOR

Nathalie Maillé  
Executive Director  
Credit: NH Photographes



The year 2025 was marked by a necessary resilience. For the first time since 2007 and after several years of indexation averaging 1.6%, the Conseil des arts de Montréal had to deal with a budget freeze, at a time when the arts community was mobilizing to demand urgent reinvestment. This tension between the needs on the ground and institutional constraints called for some delicate arbitration and difficult choices.

In this context, our priority was clear: protect the stability of the ecosystem. To honour our commitments to the organizations whose operations we support, we drew \$328,117 from our surpluses and optimized our internal resources. While the amount invested in our programs fell slightly by 2.4%, this contraction was strictly due to fluctuating fiscal sponsorship revenues after an exceptional 2024.

This challenging budget chapter concluded the 2022–2025 strategic cycle. A period that was marked by the post-pandemic stimulus, full-blown inflation, and a lack of additional resources—but that revealed an institution that did not stand still. Those years have confirmed that the Conseil is a driving force for mobilization and transformation, recognized both for our city and for the artists who wish to live and create here.

At the time of reporting, the results are convincing. We surpassed our equity targets: we are currently devoting 26% of our support to priority clients, and our philanthropic component has reached an all-time high.

While our operations support (57% out of 60%) and budget (\$23.8M out of \$25M) targets are on track, the modernization of our impact measurement tools is progressing with the deployment of a new client management system. Although the arts and culture barometer project was set aside due to a lack of resources, our communications have been strongly consolidated and our commitments to environmental responsibility and territorial presence have been fully met.

Over the past year, thanks to our resourcefulness, we achieved a number of concrete results. We finalized our equity action plan to ensure that the Conseil accurately reflects the diversity of Montréal's talent, and 40 new organizations joined the ranks of those receiving four-year operations support. In collaboration with the Service de la culture, we continued to facilitate access to creative spaces. At the same time, our philanthropic efforts raised \$214,000 in private donations for priority philanthropic projects, thereby increasing direct support for artists.

However, beyond the figures, the human element is what remains at the heart of our action. Driven by a strong sense of gratitude, we launched the very first edition of *Consécration*, an event honouring cultural workers. Behind every piece of work are builders working in the shadows, whose dedication definitely warrants recognition—that's what this initiative affirms.

The year ended with an encouraging collective impulse. Following the Forum organized by the Chamber of Commerce of Metropolitan Montreal, the Conseil joined a strategic alliance with the Chamber, Culture Montréal, Tourisme Montréal and the City of Montréal to revive the *Montréal, métropole culturelle* initiative. Together, we want to come up with concerted solutions to meet the challenges faced by the community and seize the opportunities available to us, from the cultural vitality of our neighbourhoods to the international reach of our creative ecosystem.

As a new cycle begins, it's time for me to prepare to pass the torch. After nearly 30 years with this organization which is so dear to me—including 13 intense years at its helm—I will ensure a smooth and responsible transition until the end of 2026.

Since joining the Conseil in 1998, my compass has never wavered: a boundless admiration for artists and a fierce desire to defend their vital role in our society. It was a tremendous privilege to carry their voices. I leave with absolute confidence in the future: the CAM is now led by an exceptional board of directors and team, loyal partners and an artistic community whose resilience continues to amaze me. Shoulder to shoulder with them, the Conseil will continue to write its story.

# 2025 IN NUMBERS

Contribution from the Urban Agglomeration of Montréal:  
Budget freeze (same amount contributed in 2024 and 2025)

## \$21,936,700

Total amount invested in support programs

### \$19,528,703

89% of Montréal's contribution goes directly to the arts community

Operating deficit for the year absorbed by the Conseil, thanks to

### \$328,117

from its unrestricted net assets

## 763

organizations and collectives received support

## 649

partners and donors

## 2,128

applications submitted (+3%)

## 34

internships

## 19,664

internship hours funded

## 1,330

applications approved (-6%)

## 346

individual artists received support

**724 artists supported in collectives**

## 42

artist residencies funded

## 63%

acceptance rate (-6%)

## 126

applications approved out of 348 first-time support applications from artists, collectives and organizations

# 2022-2025 AT A GLANCE

	ORIENTATION	2025 TARGET	PROGRESSION	
PILLAR 1 – IMPACT	Equity and representativeness	25% of financial support to priority groups	2022: 20% 2025: 26%	⌆
	Consolidate Montréal's creative core	60% of financial support dedicated to the operation of organizations	2022: 55% 2025: 57%	→
	Proximity	Increased support for and presence of the arts in areas on the Island of Montréal currently underserved by the Conseil	Implement an analytics tool and investments in the CAM Touring Program, Grassroots and The Road to Art	✓
	Philanthropy	\$1.5 million in donations raised	2025: \$3.28M, including \$991K outside of fiscal sponsorship	⌆
	Environmental responsibility	Eco-responsible criteria integrated into 100% of relevant programs in line with the Montréal Climate Plan	Criteria integrated into all relevant programs	✓
PILLAR 2 – BE KNOWN, UNDERSTOOD, AND RECOGNIZED	Influence and profile	Improved understanding of the Conseil's mission and roles among key stakeholders	2025: Satisfaction survey conducted among artist clientele	✓
	Promote the value of the arts	To launch a barometer of various vital signs regarding arts and culture in Montréal	2023 : Review of existing studies 2024: Target set aside	⏸
PILLAR 3 – EFFICIENCY AND AGILITY	Organizational culture	Certification with BNQ Healthy Enterprise – Prevention, Promotion and Organizational Practices Contributing to Health and Wellness in the Workplace	Certification obtained (January 2026)	✓
	Continued improvement	To measure the Conseil's impact in real time with reliable indicators, data and tools	› Implementation of a new Customer Relationship Management system › Optimization of performance and equity data	→
	Financial resources	Revenue increased by \$25M	2022: \$22.2M 2025: \$23.8M	→

# OUR 2022-2025 IMPACT IN FIVE FIGURES

## \$77.7M

This is the amount invested by the CAM into the Montréal arts ecosystem from 2022 to 2025.

## 763

This is the number of organizations and collectives supported by the CAM in 2025, compared with 724 in 2022.

## +23%

Reflecting creative effervescence and growing needs, the CAM received 2,128 applications in 2025, a 23% jump from 2022.

## 477

The CAM was able to engage beyond expectations: 477 new partners and donors joined our ranks between 2022 and 2025. Our support base has multiplied nearly fourfold!

## 1.6%

From 2022 to 2025, the municipal government granted an average annual indexation of 1.6% of the contribution paid by the Urban Agglomeration of Montréal to the Conseil.

## 1.1 EQUITY AND REPRESENTATIVENESS

2025 Target:  
**25%**  
of financial support  
to priority groups

The Conseil reaffirms its determination to better reflect the diversity of people and communities in Montréal. In 2025, we provided \$5,092,729 to priority clients from underrepresented groups, i.e. 26% of the grants provided by the CAM.

### INDIGENOUS ARTISTS, COLLECTIVES AND ORGANIZATIONS

- › \$752,811 invested in Indigenous arts, i.e. 3.85% of the grant budget
- › \$432,320 specifically awarded to Indigenous artists, collectives and organizations through six tailored programs
- › \$208,030 to non-Indigenous organizations for residency programs and partnership agreements related to Indigenous arts

### CULTURALLY DIVERSE ARTISTS, COLLECTIVES AND ORGANIZATIONS

In 2025, the Conseil injected \$2,339,519 in arts projects led by culturally diverse artists, collectives and organizations, allocating 12% of its total grant funding to this clientele.

- › 163 recipient artists, collectives and organizations
- › Seven awards for a total value of \$66,000
- › \$375,700 awarded to the démART-Mtl internship program
- › \$105,175 dedicated to residency programs
- › CAM Touring and Icebreaker dissemination programs: 22% of the budget was allocated to projects led by this clientele.

### Noteworthy

#### › 15th Anniversary of démART-Mtl

Launched in 2011, this CAM accelerator provided momentum for 201 immigrant artists and cultural workers, in partnership with 121 host organizations, for an investment of nearly \$3 million. This 15th anniversary coincides with 20 years of our first diversity policy.

Artwork by Wendat artist  
Sylvie Paré  
Credit: Courtesy of Sylvie Paré



NEW

### EQUITY ACTION PLAN

The Conseil des arts de Montréal is preparing to finalize an action plan stemming from its Equity Policy. This plan includes eight priority objectives and some 30 cross-cutting actions to be carried out by 2030. It aims to translate the principles of the policy into actions, both in programs and in internal practices, to ensure adequate funding for artists and organizations belonging to priority groups.

## PILLAR 1 – IMPACT

### ARTISTS, COLLECTIVES AND ORGANIZATIONS OF ARTISTS WHO ARE D/DEAF OR LIVING WITH A DISABILITY

Between 2022 and 2025, the CAM's support for inclusive practices reflects a constant and structuring commitment, maintained despite a budget freeze.

- › \$86,902 invested in the Support Fund for Accessibility Costs for all programs
  - Continued increase in the amounts invested (a 70 % rise from 2022 to 2025) and the number of projects supported. This trend shows that accessibility remains a cross-cutting priority, increasingly integrated by arts organizations into their project designs.
- › \$282,330 invested into the Support Program for D/deaf artists and/or artists with disabilities (individuals, collectives and organizations)
  - This investment adjustment makes it possible to better target interventions to consolidate specialized support.

### 2022-2025 RESULTS

From 2022 to 2025, support for priority groups increased from 20% to 26%, surpassing the target of 25%. This progression reflects the joint effort of the Conseil and the arts communities to strengthen representativeness and equity within the sector.

Artwork by  
Sam Kasirer-Smibert,  
an artist supported  
by the CAM  
Credit: Courtesy  
Sam Kasirer-Smibert



## 1.2 CONSOLIDATE MONTREAL'S CREATIVE CORE



Year after year, the general grant program provides arts organizations with reliable, stable and responsive support.

### Operating grants

#### STRUCTURING SUPPORT IN A CONTEXT OF TRANSFORMATION

In 2025, operations support accounted for 57% of the total financial support granted by the Conseil.

**NEW** *Transition of bi-annual to quadrennial operations completed*

Following a call for applications, 40 new organizations have joined the 2024-2027 quadrennial operations support cycle.

In 2025, 336 organizations received quadrennial operations support for a total investment of \$11.04M.

This consolidation of operational support was achieved despite a budget freeze that limited the Conseil's budgetary flexibility. Nevertheless, the Conseil has chosen to launch an additional financial effort to preserve the stability of the organizations.

The Conseil maintained measures to reduce the administrative burden on organizations, including:

- › maintaining a minimum grant threshold of \$15,000 (with exceptions);
- › reducing accounting requirements for smaller annual grants; and
- › simplifying activity reports and extending reporting timelines.

#### INADEQUATE RESOURCES: A HINDRANCE TO COMMUNITY SUPPORT

Fiscal 2025 highlights a persistent gap between the needs expressed by the arts community and the financial capacity of the Conseil. Due to these limits, \$376,500 in grants recommended by the evaluation committees could not be awarded, and the level of funding granted came to 60% of the recommended amounts.

#### 2022-2025 RESULTS

Operational support has established itself as the cornerstone of the Conseil's intervention, both by its financial weight and by its role in the stability of the artistic ecosystem. The target was almost reached, rising from 55% in 2022 to 57% in 2025.

### Project grants

#### PROJECT SUPPORT

As a pillar of the general grant program, project support plays a decisive role in providing guidance along artistic pathways, particularly during the emergence and structuring phases.

The volume of applications remained very high in 2025 with 583 applications, confirming the importance of this program as a lever of artistic vitality.

In 2025, \$2,558,300 was invested in project grants for 271 organizations and collectives. This is the highest amount in the Conseil's history for this program, reflecting an exceptional financial effort to reaffirm its role as a major driver of artistic vitality.

From 2022 to 2025, there was a significant increase in support for artists' collectives, their proportion rising from 35% in 2022 to 47% in 2025, while the share of their grants rose from 35% to 40%.

Beyond the figures, on a further note: the applications filed reveal the immense diversity of Montréal's artistic practices and expressions. They reflect a creative wealth and a plurality of production methods that actively help define the vision of the arts of today and tomorrow.

By accompanying these dynamics, the Conseil reaffirms its strategic role in supporting vibrant, bold and deeply rooted creation.

## Artists' studios and creative spaces

### MAINTAIN SUPPORT, RENEW LEVERS

In 2025, the Conseil continued its efforts to ensure the presence of artists in Montréal and to support the accessibility, sustainability and adaptation of artists' workshops and creative spaces to the contemporary realities of practices.

- › \$466,096 invested for artist workshops and creative spaces
- › \$370,129 earmarked for direct support for studio rents for 370 artists, collectives and organizations in the visual arts and fine crafts under the joint program of the Conseil and the City of Montréal

### NEW

### PROJECT SUPPORT TO FACILITATE ACCESS TO CREATIVE SPACES

The Conseil launched a project support initiative to facilitate access to creative spaces. This pilot supports start-up projects to develop or consolidate affordable and sustainable creative spaces, or strengthen the ecosystem through partnerships and new services.

## ENGAGING THE COMMUNITIES

The Conseil continues its commitment to dialogue and action with the community as well as with public, private and philanthropic partners. It promotes collaboration and the emergence of innovative solutions to address systemic issues.

### NEW

### STRUCTURING APPROACHES FOR THE SOCIAL SAFETY NET OF ARTISTS

In keeping with its words and actions, the Conseil supported the project on the cultural social net, led by Compétence Culture, an initiative aimed at strengthening the social protection of artists and cultural workers.

Project to facilitate access to creative spaces  
Credit: Courtesy of Service Artistique du Sous-sol



## 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 foster the emergence of talents and the vitality of our neighbourhoods, we have orchestrated a network of collaboration with local driving forces. This integrated ecosystem provides the opportunity to bring works of art to the public where they live, thereby maximizing the social and cultural impact of each creation.

### Understanding better to support better

In 2025, the CAM implemented an analytics tool to geolocate the history of financial support by territory, which enables it to precisely identify the presence of artists, collectives and organizations in Montréal.

### CAM Touring Program: effective dissemination throughout the island

After more than 40 years of activities, the CAM Touring Program confirms its structuring role in the dissemination of the arts on the Island of Montréal, thanks to the collaboration of our partners, the network of Maisons de la culture and ADICIM. The program promotes accessibility to flagship works and strengthens artistic presence in underserved territories.

- › An amount of \$1,707,132
- › 457 presentations
- › 79 touring projects
- › 19 boroughs and 10 participating cities
- › Three major dissemination agreements:
  - Orchestre symphonique de Montréal (OSM)
  - Orchestre Métropolitain
  - Repercussion Theatre



### FLAGSHIP WORKS EVERYWHERE, FOR EVERYONE

Grand symphonic concert presented free of charge by the OSM and the CAM Touring Program at Wilfrid-Bastien Park in the borough of Saint-Léonard

#### Noteworthy

**Mission to Colombia:** Led by Mayor Valérie Plante at the instigation of the CAM and the Chamber of Commerce of Metropolitan Montreal, this mission created conditions conducive to the development of new collaborations. Ten Montréal organizations from various artistic disciplines were engaged. The mission concluded with the signing of a memorandum of understanding with IDARTES, the municipal institute of arts of the City of Bogotá, consolidating the foundations of sustainable cooperation.

**Grassroots:** This program supports artists' collectives and artistic organizations to produce creative collaborations with local actors. Firmly rooted in the artists' living environment, its third edition supported 19 research, creation and production projects in a dozen Montréal boroughs.

- › \$219,976 awarded
- › 12 organizations and 7 participating artists' collectives
- › 19+ engaged partners (CPE, CIUSSS, Maisons des jeunes, etc.)

Rafael Payare during an OSM concert presented at the Olympic Park  
Credit: Antoine Saito



## PILLAR 1 – IMPACT

The installation *La nostalgie du papillon malgache* by Claudia Chan Tak was supported by La route de l'art  
Credit: Julia Artacho



### THE ROAD TO ART

For a fourth year, this program confirms its relevance and maturity as a lever in supporting international artistic projects. The program supported 19 projects with an investment of \$251,369, reflecting the Conseil's commitment to artistic mobility and the development of international networks.

#### Prospecting for residency partners

- › Five projects supported
- › \$24,869 in grants
- › Destinations: Costa Rica, Egypt, Indonesia, Madagascar and Morocco

#### Residency partnerships

- › A total of \$226,500
- › 14 projects supported, spread across 13 countries (see map of initiatives)

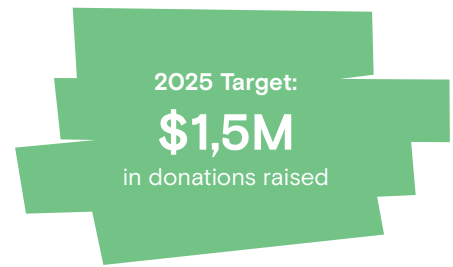
### LOCAL CREATIVE RESIDENCIES

- › 42 residencies in 15 boroughs and 5 participating cities, in collaboration with 47 partners

### 2022-2025 RESULTS

The presence of the arts in underserved areas has been strengthened by combining levers of dissemination and local actions. The consolidation of the CAM Touring Program and the creation of Grassroots, which supported 56 artistic projects with an investment of more than \$582,976 since 2023, have promoted initiatives rooted in living environments and carried out in collaboration with local communities and partners.

## 1.4 PHILANTHROPY



### A philanthropy reaching maturity

In 2025, the Conseil continued to assert its philanthropy as a complementary lever to public action, directly benefiting Montréal artists and arts organizations.

In line with its role as a public foundation, the Conseil engages private funds around clear priorities and redistributes all monies raised, funding the philanthropic effort out of its own resources.

### Priority philanthropic projects with a tangible impact

The three priority philanthropic projects launched in the fall of 2023—Equity and Representation in the Arts, Climate Change Transition and Montréal Artists’ Grants—generate tangible benefits for the arts community.

#### IN 2025:



\$214,584 raised through donations, which helped increase direct support for artists

Between 2023 and 2025, these three funds added up to \$412,484, helping to expand the donor circle and increase the Conseil’s impact on the arts community.

### Fiscal sponsorship

Fiscal sponsorship remains a pillar of the Conseil’s philanthropic efforts and a lever to support organizations in developing their own philanthropic capacities.

#### IN 2025:



\$161,416 invested in grants



613 donations received



44 organizations supported (up 10% compared to 2024)

At the same time, the *Parcours* – stages program and philanthropy training, networking and engagement activities continued, with \$93,691 invested in the next generation of cultural philanthropy professionals.

These actions contribute to the emergence of a sustainable philanthropic culture, complementing the approaches taken by the communities.

### Arts and Social Finance Workshops

**NEW** Hosted by the Metcalf Foundation and Rally Assets, these two workshops brought together 90 participants to share innovative approaches, showcase inspiring practices, and foster alternative solutions aimed at building financial resilience and sustainability within the arts and culture sector.

#### 2022–2025 RESULTS

Between 2022 and 2025, the Conseil raised \$3,286,374 from philanthropists, including \$2,295,216 as part of the fiscal sponsorship through the solicitation efforts of several cultural organizations and \$991,158 in donations for three priority philanthropic projects (Equity and Representation in the Arts, Climate Change Transition and Montréal Artists’ Grants). Of the funds raised for these flagship initiatives, 100% were redistributed to the Montréal arts community.

# 1.5 ENVIRONMENTAL RESPONSIBILITY

**2025 Target:**  
Eco-responsible criteria integrated into 100% of relevant programs in line with the Montréal Climate Plan

## Consolidate the transition and expand our reach

In 2025, the Conseil continued to firmly integrate environmental responsibility into its programs and support mechanisms, consistent with the vision of the Montréal Climate Plan.

The year was marked by an unprecedented level of investment in eco-responsible artistic practices and pooling initiatives.

In partnership with the Conseil des arts et des lettres du Québec (CALQ):

- › The CAM invested \$300,000, contributing to \$535,000 in combined support to 24 organizations, up 15% from 2024.
- › A new three-year agreement (2025-2027) for \$1,475,000 was signed to strengthen support for environmentally responsible practices and pooling initiatives.
- › Since 2022, \$1,665,000 has been paid to 78 Montréal arts organizations to support their transition.

In addition to dedicated programs, environmental responsibility remains a criterion for improvement in several programs, including the general grants program, promoting changes in practices through leveraging.

**2022-2025 RESULTS**  
Environmental responsibility was one of the new axes of the 2022-2025 Strategic Plan, reflecting the desire to align public support for the arts with contemporary environmental and social issues. By aiming to integrate eco-responsible criteria into 100% of the relevant programs, the target was achieved.



Ensemble Caprice is supported by the CAM and the CALQ in its projects combining ecology and cultural diversity.  
Credit: Andrea Jimenez

## 2.1 INFLUENCE AND PROFILE



The CAM's influence and profile are based on clear and consistent communications that provide a better understanding of its mission, roles and the impact of its actions. By focusing on transparency and dialogue with its stakeholders, the Conseil lays the foundation for lasting trust and a stronger positioning.

### The mission and roles of the CAM, according to its clientele

In the fall of 2025, the CAM conducted a survey of its artistic clientele to determine the understanding and perception of its communication actions. The results show a high level of recognition of its mission, with nearly three out of four people rating communications as clear and effective and 79% rating customer service as personalized and high-quality.

Communications related to programs, calls for applications and the website received positive ratings. Almost 100% of respondents reported finding the information they were looking for during their visit to the site, reflecting improvements made over the strategic cycle.

This consultation confirms the strong bond of trust with the community and highlights the progress made, including in terms of clarity, relevance and accessibility of information. It also offers tangible avenues for continuing to improve strategies, tools and content.

### A video strategy to enhance the impact

The Conseil has deployed a video content strategy, comprising nearly 30 projects, to highlight the artistic community and the impact of its actions on it. Whether it is to provide visibility to artists exhibiting at the Maison du Conseil, to highlight the winners of our awards or to introduce the finalists of the 40<sup>th</sup> Grand Prix, these videos give artists a voice, highlight important pathways and help strengthen the understanding and reach of the CAM's initiatives among the general public.

### Preparing for 2026, a year of celebration

The year 2025 was an opportunity to begin planning strategies around two major milestones in the history of the CAM: the 40<sup>th</sup> edition of its Grand Prix and the 70<sup>th</sup> anniversary of its founding. The objective is to take advantage of the opportunity to celebrate the Conseil's legacy, to reaffirm its essential role in Montréal's arts communities and to bring a unifying voice celebrating the vitality, diversity and strength of our ecosystem.

#### 2022-2025 RESULTS

As confirmed by the survey, the redesign of the image, digital tools and communication practices, as well as the evolution of content strategies have contributed to a better understanding of the CAM's mission and its role among key stakeholders.

## 2.2 PROMOTE THE VALUE OF THE ARTS

**2025 Target:**  
To launch a barometer of various vital signs regarding arts and culture in Montréal

Promoting the arts means strengthening strategic links with different cultural, institutional and economic partners. This approach aims to amplify the voice of arts and culture to recognize the essential contribution of artists to Montréal's social fabric.

### Taking the pulse: arts in the hearts of Montrealers

What sets Montréal apart? Culture! Montrealers recognize Montréal as a multicultural city (69%), an arts and festivals city (49%), and a cultural metropolis (39%). Two out of five Montrealers live there in order to access the arts!

This strong cultural identity is evident in the *Les arts au cœur des Montréalais·e·s* survey, conducted by Léger in collaboration with the CAM for the third time since 2019. Through the stability of its results, this survey confirms the Montréal population's sense of belonging and deep attachment to its culture and artists.

### Revealing the potential of Montréal-Est as a hub of cultural vitality

Produced by Culture Montréal with the support of the CAM and the City of Montréal, the profile of the cultural ecosystem of Montréal-Est marks a key stage in the effort to revitalize this territory. This study reveals the dynamic forces involved and identifies the critical issues for the future of this sector. Among other things, it reveals that 140 cultural organizations and businesses are located in Montréal-Est.

### Consecration, a new recognition event

The Conseil launched the very first edition of Consécration, a new evening honouring 22 cultural workers who dedicated their careers to the arts in Montréal.

Behind every artist and artistic organization are professionals whose commitment has shaped the artistic vitality of Montréal. As part of a process of memory and recognition, the CAM expresses its gratitude to these people who have left a lasting impression on the cultural face of the city.



Inaugural Consécration evening  
Credit: NH Photographes



Mathieu Boucard (President of the CAM), Édith Cochrane (host of the Grand Prix), D. Kimm from Festival Phénomèna (winner of the 39<sup>th</sup> Grand Prix), Nathalie Maillé (Executive Director of the CAM), Anne Eschapasse from the McCord Stewart Museum (winner of the Télé-Québec Public Award), and Geneviève Dupéré for the *éch<sub>2</sub>osystème* project (Jury Prize)  
Credit: NH Photographes

### 39<sup>th</sup> Grand Prix: an extraordinary celebration

- › Hosted by Édith Cochrane at the Palais des congrès de Montréal, the Grand Prix was held on April 17, 2025 in front of a record-breaking audience of 850 guests from the arts, business and municipal sectors, in the presence of Mathieu Lacombe, Quebec's Minister of Culture and Communications.
- › The 39<sup>th</sup> Grand Prix was awarded to Festival Phénomèna. The jury rewarded this vibrant and unifying event that puts artists' freedom first, praising the dedicated work of its founder D. Kimm.
- › The Jury Prize was awarded to *éch<sub>2</sub>osystème : du fleuve à la scène*.
- › The McCord Stewart Museum won the Télé-Québec Audience Award, voted by 6,307 people.
- › \$90,000 in scholarships to the 8 finalists and winners: Bouge de là, *éch<sub>2</sub>osystème : du fleuve à la scène*, Fanfare Pourpour, Festival international de la littérature (FIL), Festival Phénomèna, McCord Stewart Museum, Théâtre Desjardins (LaSalle) and Théâtre Prospero.
- › Major partners: Télé-Québec, Caisse Desjardins de la culture, and La Presse.

### 16 awards to reflect the strength and relevance of art in our lives

- › \$83,500 in grants awarded to artists and arts organizations to reward their outstanding achievements, as recognized by their peers
- › **NEW** The CAM has partnered with Radio-Canada for the \$10,000 Caroline Dawson Award. Created to honour the memory of this exceptional author, the award recognizes a work (novel or poetry collection) that highlights the realities or challenges of people from diversity. Cristina Vanciu won with *Femmes silencieuses*.
- › Seven awards recognized the wealth of practices born of cultural diversity.

#### 2022-2025 RESULTS

While the ambitious idea of launching a barometer was set aside in 2023 due to a lack of staff, the CAM continued its actions and strategic alliances to document and publicize the needs as well as the positive impact of the arts in Montréal.

## 3.1 ORGANIZATIONAL CULTURE

**2025 Target:**  
Certification with BNQ Healthy Enterprise – Prevention, Promotion and Organizational Practices Contributing to Health and Wellness in the Workplace

### Focus on health and wellness

Throughout the year, sustained and concerted efforts were made to strengthen health and wellness in the workplace and consolidate an organizational culture focused on employee well-being. These actions attest to a strong collective commitment and are fully in line with the implementation of the 2022–2025 strategic plan, where they constitute one of the outcomes.

In 2025, several key initiatives were carried out in collaboration with the health and safety committee, including:

- › the action plan was finalized and incorporates the essential elements of a hazard prevention program in accordance with the requirements of the CNESST;
- › an internal global health survey was conducted, covering healthy lifestyle habits, work-life balance, management practices and the work environment;
- › training on stress management, led by Dr. Catherine Raymond, neuroscience researcher;
- › deployment of workplace first aid training; and
- › encouraging activities that promote discussion, cohesion and relaxation within the teams.

As soon as new people are added to the team, the CAM welcome plans include a structured health and safety component, including an OHS tour of the premises, emergency contact, promotion of the employee and family assistance program, as well as the presentation of

the Civility and Anti-harassment Policy, accompanied by a companion guide and a formal commitment renewed annually by staff.

All of these actions have made it possible to structure health and well-being practices in a sustainable manner and set the stage for obtaining the Bien au travail – level 2 certification, confirming the CAM's desire to make well-being at work an essential lever of performance and commitment.

### 2022-2025 RESULTS

The CAM has taken a decisive step in its journey towards healthy organizational performance by actively pursuing the Bien au travail – Level 2 certification, which was formalized in early 2026.



The Council team at the Grand Prix  
Credit: NH Photographes

## 3.2 CONTINUED IMPROVEMENT

### 2025 Target:

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

Over the past year, the Conseil has accelerated its digital transformation and structured its governance to increase operational agility. The following initiatives demonstrate a commitment to optimize our internal processes and strengthen our technological resilience.

### IT expertise serving the mission

In order to meet growing technological challenges, the position of Application Pilot – Customer Relationship Management has evolved into an Information Technology Project Manager position. This included the development and implementation of a comprehensive IT strategy for the Conseil, consistent with its strategic plan.

### 2022-2025 RESULTS

The target has progressed through a new Customer Relationship Management (CRM) system and restructuring of the digital transformation team. Updating processes, optimizing performance and equity data, and strengthening cybersecurity solidify our foundation and will continue.

### An updated risk management plan

Following the development and adoption of the Risk Management Plan in 2024, the Audit Committee implemented an annual update process. In addition to reassessing the risks identified in the initial plan, financial risks were further analyzed. This approach made it possible to identify mitigation measures and present a favourable picture of the Conseil's situation in light of the risks identified.

### New developments in Orora

To optimize grant management in our Orora system, new technical documentation has been written on application, assessment, report and balance sheet forms. This new mapping allows for better standardization and rationalization of the information requested for each of the programs. Improvements have been made on several forms.

### 3.3 FINANCIAL RESOURCES

2025 Target:  
Revenue increased  
by \$25M

As announced in 2024, the Urban Agglomeration of Montréal contribution was frozen at \$21,936,700 in 2025, a first since 2007.

The Conseil's revenues fell by 3.7% compared to 2024, for a total of \$23,771,721. In this context, a deficit was anticipated, amounting to \$336,977. This deficit brings unrestricted net assets to \$326,242.

Declining revenues include donations to the fiscal sponsorship program, rental income from the Maison du Conseil and interest on investments. Other revenues have increased, including donations, Grand Prix entrance fees and in-kind sponsorships. Moreover, the latter were recognized in the financial statements for the second year and grew by 110%.

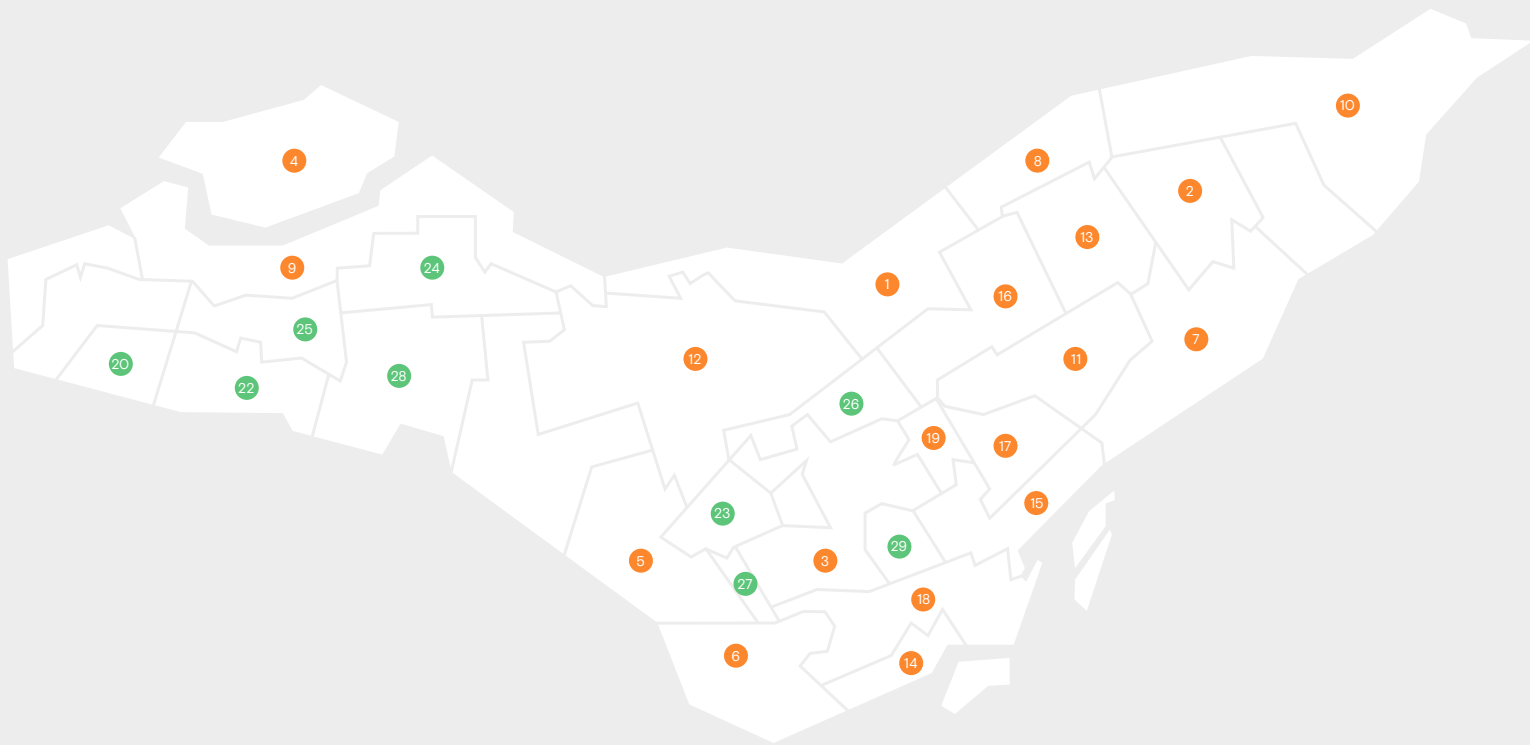
The decline in revenue from fiscal sponsorship donations impacted spending on support programs, which decreased slightly from \$20 million in 2024 to \$19.5 million in 2025. These direct investments in artistic projects represent 81% of the total budget.

**2022-2025 RESULTS**  
Despite a budget freeze pushing the \$25 million target to 2026, financial performance remains strong. Partnership revenues have increased while Maison du Conseil revenues have doubled since 2021. These results attest to the Conseil's ability to diversify its revenue streams.



Opening of the exhibition  
*Le corps n'en finit jamais de dire* at the Maison du CAM  
Credit: Alexis Boulianne

# 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

MAP OF INITIATIVES





CONSEIL  
DES ARTS  
DE MONTRÉAL