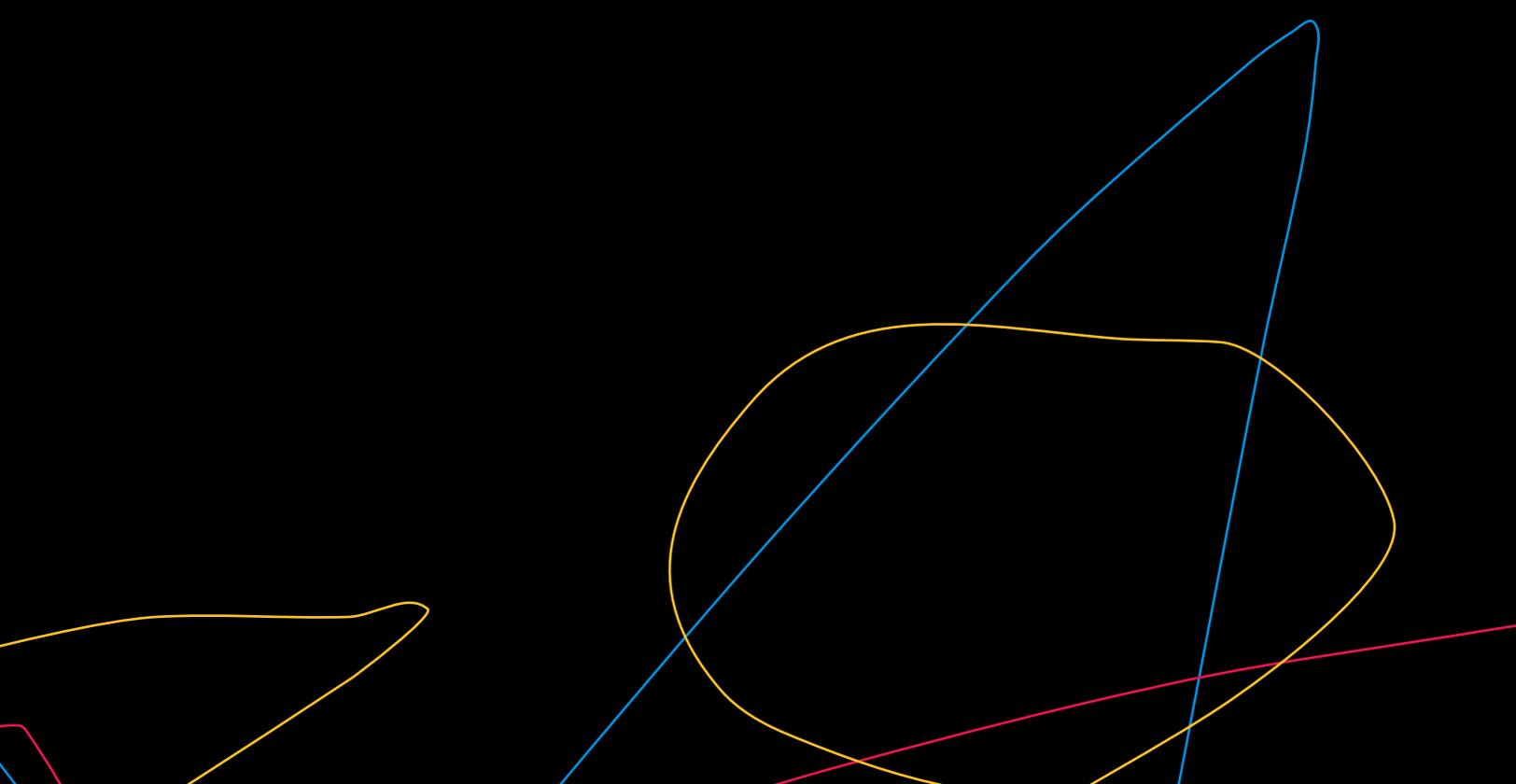


2018-2020 STRATEGIC PLAN



MISSION

The Conseil des arts de Montréal identifies, helps, supports and recognizes excellence in artistic creation, production and dissemination, with a view to the ongoing development of the professional artistic community throughout the Island of Montreal.

The Conseil relies on its expertise, its dynamism, its spirit of innovation, its governance and its ability to bring together, and also on ongoing exchanges with the arts community, citizens and municipal, governmental and economic partners.

ORGANIZATIONAL VALUES

Equity

Parity, representativeness, balance

Audacity:

Openness to difference and risk-taking

Agility

Propensity for the development of original initiatives, ability to measure and adjust in real time

Proximity

Accessibility, presence in the field, priority on listening, identifying talent

Ethic

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

VISION

As a leader and catalyst in Montreal's artistic community, the Conseil des arts de Montréal acts as the primary support body, thus contributing to Montreal's outreach as a major world cultural metropolis, recognized at home and abroad for its artistic vitality, its inclusiveness and its ability to innovate.

By 2020, the Conseil will have fulfilled the following ambitions:

- + **To be recognized** for its proximity, its representativeness and its "synchronicity" with Montreal's cultural fabric;
- + **To be characterized** by its local grounding throughout the Island of Montreal;
- + **To be known and perceived as the primary support body** for welcoming organizations and projects, and recognized for its ability to "make things happen;"
- + **To be recognized** for its unique and fundamental role as a catalyst within Montreal's and Quebec's artistic ecosystem;
- + **To endure** by means of actions consistent with its ambitions.



MAXIMIZE THE CONSEIL
DES ARTS DE MONTRÉAL'S
IMPACT FOR
PROFESSIONAL ARTISTIC
EXCELLENCE IN MONTREAL

2018-2020 STRATEGIC PLAN OF THE CONSEIL DES ARTS DE MONTRÉAL

THREE STRATEGIC PRIORITIES

1

Inclusiveness

focus on equity and representativeness

2

Outreach

recognize and support the presence of artists in our neighbourhoods and promote local, national and international dissemination

3

Innovation

identify and support new practices and R & D

ONE MAJOR TRANSVERSE ACTION

4

Consolidate our role as a catalyst

Note :

The actions are listed in thematic rather than hierarchic order.

The action plan will be revised regularly and updated annually, in accordance with the priorities of the community and budget allocations.

OUR ACTIONS

1—

Inclusion

Focus on equity and representativeness

Following more than 10 years of actions to promote cultural diversity in the arts, the Conseil des arts de Montréal wishes to adopt an inclusive approach that will take into account the needs of artists from groups that are under-represented in our society. Indigenous artists, Anglophone artists, new talent and artists from cultural communities make a significant contribution to Montreal's artistic vitality. The Conseil wishes to be part of the outreach of the excellence of works arising from the mosaic of our professional artistic community.

1.1—

Reinforce relations with creators from indigenous communities

- + Develop a dialogue – consultation with the community, creation of a committee, representativeness within the Conseil
- + Acquire and integrate new knowledge – review of literature, fieldwork, workshops, study and sharing of Montreal's indigenous practices
- + Develop an outreach strategy to promote the Conseil's programs among this clientèle

OUR ACTIONS

1.2—

Promote cultural diversity, including diversity of practices, within all artistic sectors

- + Ensure more diverse representation in decision-making bodies and artistic productions
- + Accelerate the professional integration of artists
- + Participate in the recognition of professional practices and experiences – sensitization of associations, collaboration with the university milieu, etc.
- + Develop a strategy to promote the Conseil's programs
- + Facilitate and improve financial support and dissemination – encourage participation in art-philanthropy initiatives and consolidate specific initiatives

1.3—

Recognize the contribution of Anglophone creators to Montreal's artistic vitality

- + Form a partners' committee and identify a possible contribution by the Conseil
- + Develop a strategy to promote the Conseil's programs
- + Ensure that the Conseil's programs and services meet the specific needs of Anglophone creators

1.4—

Aim for greater intergenerational equity and support transmission (emerging talent, intermediary companies, succession)

- + Prepare a summary, in-house and outside, of actions and programs – data-gathering and community consultation
- + Reflect on and put in place the solutions selected – search for partners, sponsoring program between organizations, etc.
- + Provide better support for artists and organizations throughout their life cycle – resource mapping, development, etc.
- + Promote intergenerational encounters – exchanges and mentoring

1.5—

Identify, recognize and support inclusive practices promoting the involvement of artists and cultural workers, and accessibility to arts and culture (artistic and management practices, and for under-represented audiences)

- + Document and define inclusive practices in relation to the needs of the milieu
- + Initiate dialogue with the relevant associations and organizations, and seek partners
- + Put in place measures promoting integration and support for inclusive practices

OUR ACTIONS

1.6—

Achieve better balance between genres, notably for male-female parity within the artistic community

- + Form an in-house working committee
- + Develop a parity policy and incentives
- + Integrate new parity criteria for in-house management and support programs
- + Sensitize the Conseil's various clientèles to this issue and provide them with information on the new funding standards

1.7—

Provide food for thought about intangible heritage and determine areas in which the Conseil might take action

- + Document the concept of intangible heritage and identify safeguarding processes and protection mechanisms, taking into account the recommendations of UNESCO
- + Participate in existing consultative bodies on heritage to find out about actions taken in Montreal and the needs of the community
- + Identify the differences and similarities between safeguarding intangible heritage and the preservation of artistic heritage
- + Identify possible actions for the Conseil in partnership with the City of Montreal's Conseil du patrimoine

1.8—

Ensure a better balance in the allocation of support for operations

- + Prepare a summary of the first two upgrading exercises
- + Identify and put in place a clear, equitable and transparent process for the allocation of additional support for current grants
- + Communicate this information to all organizations supported by the Conseil
- + Initiate ongoing reflection on the terms and conditions, standards and criteria of the general grant program

OUR ACTIONS

2-

Outreach

Recognize and support the presence of artists in our neighbourhoods and promote local, national and international dissemination

With the program Conseil des arts de Montréal en tournée, for the past 35 years, throughout the Island of Montreal, the Conseil has been presenting works by hundreds of artists to Montrealers. The Conseil wishes to increase and develop artistic events originating in our communities and giving rhythm to the life of our city. It also wishes to facilitate the participation of Montreal's artistic organizations in economic, commercial and cultural missions abroad, and to further its activities designed to recognize the achievements of our professional artists. It also plans to strengthen relations between the artistic and education communities

2.1 —

Increase and enhance the value of local initiatives

- + List and map existing initiatives with the support of local expertise
- + Form a working committee to ensure the development of incentives and new support measures
- + Put in place a program targeting local initiatives such as micro grants and increasing support for organizations in the general program that are developing local initiatives général qui développent des initiatives locales

2.2—

Increase support for local and national dissemination – tours and residencies

- + Increase and adapt the program Conseil des arts de Montréal en tournée taking into account what current audiences look like and strategic objectives
- + Survey dissemination locations – revision of current agreements (municipal partnerships), exploration of possibilities of other agreements (specialized disseminators)
- + Increase the number of residencies on the Island of Montreal and regionally – analysis of projects, Ponts culturels program

2.3—

Become a partner throughout Montreal to strengthen ties between the artistic community and education

- + Reach out to existing decision-making bodies in places in art-education, identify the particularities of the Montreal reality and make an inventory good art-education practices
- + Integrate the art-education issue into the governance and general operation of the Conseil
- + Better support the art-education initiatives taken by artists and organizations

2.4—

Promote the international outreach of Montreal's artists

- + Facilitate the participation of artists and organizations in economic, commercial and cultural missions
- + Promote the exchange of knowledge
- + Think about other initiatives to promote the presence of Montreal artists abroad

2.5— Continue the holding of recognition activities - Grand Prix and other awards

- + Take stock of the recognition activities, analysing their objectives, mandates and criteria, and consider possible initiatives with partners
- + Summarize the prizes and grants awarded by the Conseil
- + Promote and boost our prizes

OUR ACTIONS

3—

Innovation culture

Identify and support new practices and R & D

The Conseil wishes to keep abreast of new ways of doing things within the artistic community since we must support innovative practices. The Conseil aims, furthermore, to demonstrate the extent to which art plays a determining role in the daily lives of Montrealers.

3.1—

Recognize and support new innovative practices in organizations (artistic practices, management models, R&D)

- + Document and identify the community's good practices and needs – look at the work of other councils and arts organizations
- + Form a working committee
- + Launch an innovation support program

OUR ACTIONS

3.2—

Promote the adoption of digital technology

- + Facilitate cooperation between artistic organizations and the digital arts industry
- + Launch a program accessible to all disciplines for coproduction activities
- + Support the acquisition of technological skills by organizations in all areas with mobile services (flying squad, training workshops)
- + Support and share data valorization initiatives

3.3—

Develop a discourse valorizing the arts

- + Gather and disseminate information about the impact of the arts on people and their communities
- + Seek the support of experts from the community and create partnerships
- + Promote facts about the impact of the arts and develop a set of arguments

OUR ACTIONS

4—

Consolidate our role as a catalyst

The Conseil definitely plays a leveraging role in Montreal through its closeness to professional artists. It wants to get out and meet artists more often, welcome more of them to our affordable studios at the Maison du Conseil des arts de Montréal and formalize its talent-scouting and coaching services.

4.1—

Do more talent-scouting

- + Increase our efforts in the field to identify key players in each discipline and to formalize scouting activities
- + Identify new clientèles in cooperation with our partners from other levels of government
- + Spread the word about the Conseil among new talent and develop tools and activities to make contact with them

4.2—

Increase and formally recognize our coaching services for artists and organizations

- + Conduct an analysis of existing coaching services
- + Spotlight our coaching efforts with the creation of an equitable and transparent program
- + Put in place a pilot project to test implementation of the new policy

OUR ACTIONS

4.3—

Leverage the services available at the Maison du Conseil

- + Develop a pricing policy that promotes the welcoming and coaching of new clientèles
- + Acquaint new clientèles with the Maison du Conseil des arts de Montréal
- + Better integrate the services of the Maison in our partnering efforts

4.4—

Encourage partnerships – entrepreneurship, business, associations, big institutions, social economy, etc.

- + Valorize business reflexes – cultural entrepreneur prizes, entrepreneurship incubator/accelerator project, promotion of partnerships
- + Encourage collaboration between organizations and with associations
- + Leverage the role and expertise of the major institutions to develop new initiatives
- + Seek inspiration from the business models of the social economy to identify innovative practices

4.5—

Aim for the development of a strong philanthropic culture with Montreal's artistic community

- + Position ourselves as a leader to inspire the community
- + Stimulate the philanthropic culture of the community by working with outside experts
- + Promote the development of a philanthropic culture among organizations and the professionalization of the sector

4.6—

Rethink the in-house organization of work

- + Document innovative practices in the workplace and identify specific internal needs
- + Form an in-house working committee and develop an innovation plan
- + Try out the innovation plan and implement it

4.7—

Measure the impact of our actions on Montreal's artistic community

- + Implement a realistic strategy – define the field of action and the scope of the measures
- + Develop quantitative and qualitative indicators
- + Launch an initial full evaluation of a single action and gradually introduce this new tool into the other actions of the Conseil
- + Implement the new tool, acquainting people with it and making changes to the internal organization of the Conseil