

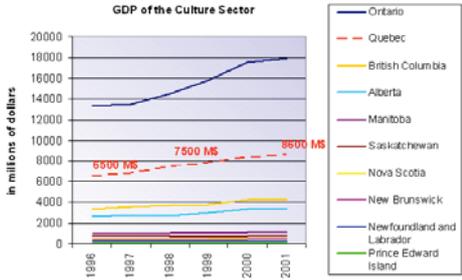
Culture & Economic Performance



What strategies for
sustainable employment and urban
development planning ?

Case study : Montreal

Analysis of the culture-based development initiatives of the City of Montreal

Overview of the “Montreal – Cultural Metropolis” initiative	
Project Origins	<ul style="list-style-type: none"> ▶ In November 2007, the City of Montreal, the governments of Quebec and Canada, the Board of Trade of Metropolitan Montreal and <i>Culture Montréal</i> attended the Rendez-Vous November 2007 – Montreal – Cultural Metropolis meeting, at which they set out a 10-year Action Plan. ▶ The 2007-2017 Action Plan was adopted at the beginning of 2008. Since then, many projects have been started and are now at varying levels of development.
Population	▶ 3.6 million inhabitants in 2009 which is nearly 50% of the population of Quebec
Area	▶ 4,360 km² total area of which 525 km ² is water and 2,218 km ² is protected agricultural land (58% of the total area).
The Metropolitan area	<ul style="list-style-type: none"> ▶ 82 local municipalities including: <ul style="list-style-type: none"> ▪ 1 city of more than 1.6 million inhabitants in 2009 - Montreal ▪ 2 cities of between 200,000 and 400,000 inhabitants in 2009 - Laval and Longueuil ▪ 35 municipalities with between 15,000 and 100,000 inhabitants in 2009 ▪ 44 municipalities with fewer than 15,000 inhabitants in 2009
Context and history	<ul style="list-style-type: none"> ▶ Essential growth lever: the drawing power of Canadian cities as an economic driving force ▶ Low GDP growth since mid 2007 and negative growth since the end of 2008 ▶ Weak drawing power of Montreal: 14th out of 27 Canadian cities (“Most Popular Cities” study, <i>Conference Board of Canada</i>, 2009) ▶ Montreal’s strong potential as a large cultural metropolis. Its assets include: <ul style="list-style-type: none"> ▪ Intense melting pot of talent and expertise ▪ Outstanding accomplishments and internationally renown in training, design, production, broadcasting and protection of all artistic disciplines and in all cultural fields ▪ Strong cultural dynamism
Issues for culture-based development	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;">  <p style="font-size: small;">GDP of the Culture Sector in millions of dollars</p> </div> <div style="width: 45%;"> <ul style="list-style-type: none"> ▶ Economic impact of culture: <ul style="list-style-type: none"> ▪ 819.7 million dollars of Quebec public spending on culture in 2006-2007 (an increase of 10% in 10 years and 50% in 20 years) ▪ 118,755 people employed directly and indirectly in 2006 ▪ 1.181 billion dollars of government revenue - 670 million to Quebec and 511 million to the federal government in 2001 ▶ Real economic impact of the culture industry in the metropolitan area (\$4.7 billion in 2001). The GDP of the Quebec culture sector is the second highest in Canada (\$8.6 billion in 2001, behind Ontario with \$18 billion). ▶ The need to be internationally renown as a strong and attractive metropolis ▶ Awareness of the need to act shared by all partners (cultural, business and administrative sectors) </div> </div>
Real GDP at market price (seasonally adjusted at an annual rate), Quebec 2003-2009	

Strategy overview	<ul style="list-style-type: none"> ▶ The 2017 objective in the framework of the “Montreal – cultural metropolis” project - Montreal will paint the following cultural picture: <ul style="list-style-type: none"> ▪ French speaking and cosmopolitan ▪ A city of knowledge and culture in daily life ▪ A creative cultural metropolis ▪ A city of public art, heritage and design ▪ A cultural metropolis of international stature ▶ 5 aspects, one flagship project – “Montreal – cultural metropolis” with a 10-year action plan: 2007-2017 (launched in 2007) <ol style="list-style-type: none"> 1) To improve the reputation of Montreal in Canada and abroad 2) To invest in the arts and culture 3) To improve access to culture 4) To improve the cultural quality of life 5) To equip Montreal with the means to be a cultural metropolis
Major players	<ul style="list-style-type: none"> ▶ Ville de Montréal Culture (City of Montreal) ▶ The Canadian government ▶ Canadian heritage ▶ The government of Quebec ▶ The Quebec Ministry of Culture, Communication and Women’s Affairs ▶ The Quebec Ministry of Economic Development, Innovation and Exports ▶ The Montreal Arts Council ▶ The Board of Trade of Metropolitan Montreal ▶ Culture Montréal and Tourism Montreal ▶ The Canadian council for the world of business and the arts

Implementation conditions: a 10-year action plan with 5 strategic aspects

The “*Montréal – cultural metropolis*” project focuses on **five major strategic aspects** which make up the initiatives of this centre of cultural competitiveness.

► **These initiatives will create synergies between sectors. Their activities are organised into different fields (museums, universities, digital arts, festivals etc.).**

► Five major examples allow us to illustrate these initiatives:

- 1) An investment plan to improve heritage linked to an **urbanisation scheme** and creating a cultural district
- 2) A long-term development plan for **major cultural and digital arts festivals**
- 3) A plan to encourage investments in the arts and culture, in particular, by developing **private means of financing for culture**
- 4) Organisation of global cultural events and international conferences to enhance **the reputation of Greater Montreal in Canada and abroad**
- 5) Development of links between education and strategies for engagement in cultural activities by developing partner projects (the **International Student Village** project)

Investment plan to improve heritage: an overall urbanisation scheme enabling the improvement of the quality of cultural life

Large-scale construction linked to an **overall urbanisation scheme** showcasing the initiative in enriching the quality of cultural life. There are various objectives, in particular, the preservation and enhancement of heritage land, sites, monuments and buildings; the promotion of excellence in architecture and design; the enhancement of Montreal harbour and the protection of Mount Royal.

► One of the major components of this initiative was to encourage the **development of Montreal’s museums**. The process is centred on two aspects - promoting Montreal museum projects to improve and enhance museum collections and supporting projects by the Board of Montréal Museum Directors (BMMD) aimed at increasing museum footfall through a perspective of cultural mediation. Furthermore, three museums are currently being expanded (The Montreal Museum of Archaeology and History, Pointe-à-Callière, The Montreal Museum of Fine Arts (MMFA) and the Museum of Modern Art (MAC)).

Description of the initiative’s effects: Museum Day has become a symbol of culture, attracting more than 100,000 visitors.

In 2008, there were 12.57 million visitors to Quebec’s museums, which is the highest footfall registered since 2003. This is an increase of 5.1% on 2007.

Of all the various museums, art museums saw the greatest increase in footfall between 2007 and 2008 with 19.1% more visitors.

► Finally, a central aim of the urbanisation scheme is the construction of a **cultural quarter**. This is a priority strategic project in urban development which is supported by the commitment of designers, and the worlds of business and culture. Construction began at the end of January 2008. The first results were visible during the 2009 International Jazz Festival which proved to be the first success of the cultural quarter.

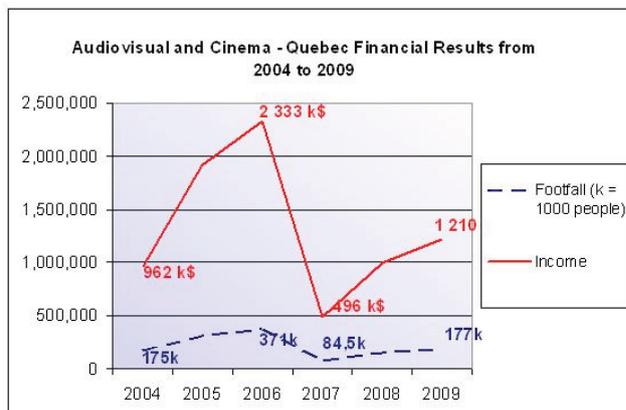
Development plan for major cultural and digital arts festivals: large-scale investment and long-term strategic plans

The second project initiative consists of **investing in the arts and culture** by increasing and diversifying financial resources available for cultural development.

► Above all, this is aimed at encouraging long-term development for festivals and cultural events by establishing a permanent mechanism of cooperation between public partners and by creating a long-term development plan (including training, financing and developing a brand image etc.).

The City of Montreal has also concluded a **3-year development agreement with the three major festivals in the metropolitan areas** (The International Jazz Festival, The Just for Laughs Festival and *Francofolies*), and is committed to paying them an annual financial contribution of a total of 1.2 million dollars. Furthermore, the Canadian government has announced an annual budget payment of 30 million dollars within the framework of the **Building Communities through Arts and Heritage** programme, part of which is to be set aside for festivals. Therefore, in the Montreal area in 2007-2008, nearly thirty festivals and events received a total of more than 13 million dollars from various ministries and bodies of the government of Quebec.

► Another objective of this initiative is to consolidate Montreal's position as an **international centre for audiovisual production and leader in digital design**. In this regard, the "*Montreal – cultural metropolis*" project supports the Quebec Film and Television Council (QFTC) in a long-term, consistent way. Its objective is to develop **the audiovisual production industrial cluster** in order to support the development of digital design from both the perspective of the digital arts as well as the culture industry. Furthermore, in recent years Montreal has enhanced its attractiveness due to the establishment of dynamic digital design companies. This success is in large part due to the synergy developed between investors, managers, artists and technicians.



Description of the initiative's effects:

- Figures from the **International Jazz Festival 2009** show the success of the event with 5.1 million dollars taken at the box office (**300,000 dollars more than in 2008** which previously held the record) and a budget equal to 30 million dollars.
- **Cinema and Audiovisual sector income is up by 60%** compared with 2007; an increase in **footfall** in the sector of **50%** between 2007 and 2009 has also been registered.

Plan to encourage the private financing of culture: the particular fiscal measures for stimulating the arts and culture

The approach adopted aims to **increase financial participation of the private sector** through better synergy with the public sector. There are various involvement strategies including: stimulating consumption of the arts and culture by citizens and companies; encouraging increased use of current fiscal measures through wider publication and appropriate training; encouraging the setting up of a reserve, by artistic organisations, to enable improvement in planning and management of their fixed assets budget.

► Lines of action proposed by the Board of Trade of Metropolitan Montreal aimed at **encouraging the private financing of culture** are currently being worked on. This aims to bring companies and cultural organisations closer together, to stimulate various ways in which business supports culture and to increase commercial competence within cultural organisations.

► There are currently five types of resources for cultural organisations: private finance through foundations or companies; tax breaks for patrons of the arts; government investment; voluntary work and sponsorship. There are various **regional fiscal measures** applicable to culture and communications such as tax-deductible donations, an annual tax deduction for the amortisation of the capital cost of a work of art by a Canadian artist, a 100% reduction in the cost of subscriptions including at least three performances at cultural events taking place in Quebec etc.

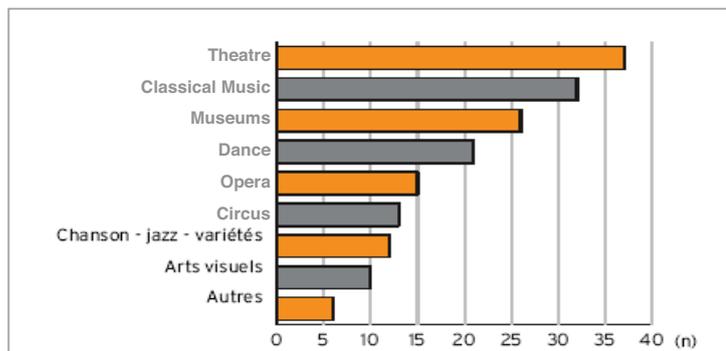
► There are also **private sources of finance** such as foundations and companies as well as **partnerships** with HEC Montréal aimed at providing the tools to better manage the future of organisations and their administrative boards, but also **commercial support** in the shape of voluntary work or sponsorship by the Montreal Arts Centre.

Description of the initiative's effects: the graph opposite shows the **cultural fields receiving most private finance**. Private financing of culture is very popular in Montreal (the most common method being the **donation**) and it is growing year on year.

Reaction to the **new fiscal measures** proposal aimed at

encouraging private financing of culture has been very positive (roughly 70% of companies, according to *results of a survey 2005 by the Board of Trade of Metropolitan Montreal*).

Furthermore, in 2003-2004 *the statistical survey of purchases of works of art in Quebec 2003-2004* shows that in comparison to the 2002-2003 fiscal year, the **amounts designated for the purchase of works of art** by museums, companies and other collectors **increased by 67%** in total (equivalent to 16.2 million Canadian Dollars).



Montreal's reputation in Canada and abroad: a collaborative approach with the regions and a strategy to develop a brand image

One of the initiatives of the “*Montreal – Cultural Metropolis*” project is to **enhance Montreal's reputation in Canada and abroad**.

► By **including the regions in this approach**, within the framework of partnership projects with broadcasters, this initiative aims to enhance Montreal's reputation by hosting and broadcasting international cultural events. This initiative also includes the implementation of a **strategic plan for cultural tourism** based on partnerships between cultural bodies, the tourist industry and public authorities (Tourism Montreal, the Ministry of Culture, Communication and Women's Affairs, *Bonjour Québec* and *Culture Montréal* etc.)

► Furthermore, the aim is to promote “*Montréal – Cultural Metropolis*” within the **large international cultural development organisations**, in particular, by encouraging Montreal's appointment as a UNESCO City of Design. The initiative also aims to have Montreal added to the UNESCO World Heritage list and to promote the implementation of Agenda 21 for Culture within the Committee on Culture of the UCLG (United Cities and Local Governments).

Description of the initiative's effects: Montreal has received **international awards** (World Book Capital City (UNESCO) 2005-06, “City of Design” 2006 from the UNESCO Creative Cities Network, the first city in the world to receive the National Geographic Society Geo-tourism certificate in October 2007).

► Finally, this strategy aims to **develop a brand image specific** to *Montreal – Cultural Metropolis*, a study group is to be set up to work on this aspect.

The establishment of a governing body: a major focus for following up actions and efficient implementation of initiatives

A **governing body including public and private economic partners at all levels** (city, region, country, board of trade, council chambers and a strong business presence) has been set up. The aim of this initiative is to give Montreal the means to be a cultural metropolis by bringing the five major partners together in overall cultural cooperation process in order to form a political committee which will convene at least twice a year.

► The aim of this Committee is to carry out **sustained implementation of the action plan**, as well as **coordinating sector steering committees**. An essential aspect of this governing body is to encourage collaboration between culture and commerce, in particular, by encouraging partnerships in order to increase the financial participation of the private sector, the exchange of expertise and voluntary work.

Description of the initiative's effects: the success of this governing body has led to a **renewal of the Montreal Cultural Development Agreement, for the period 2008-2011** between the City of Montreal and the Ministry of Culture, Communications and Women's Affairs with a budget of 140 million dollars over 3 years.

The knowledge-based economy as an essential lever: creation of an international student village and intense university activity

At the end of a public debate carried out in 2005, it appeared that an important aspect in the development of Greater Montreal was to **recognise, to develop and to build on the exceptional cultural assets and contributions of its universities which are unique in North America**. Montreal possesses real assets in education such as the largest concentration of university students after Boston; the presence of a large number of higher education establishments as well as research and design centres and the development of innovative niche markets such as biotechnology, aerospace and multimedia technology.

► Launched at the Montreal Summit 2002, the **Montreal International Student Village project** will create housing for some of the 17,000 foreign students in the Quebec Metropolitan area. This initiative is being managed by the Mayor of Montreal and the local education authority. As an international crossroads, a place of cultural exchange and a network which enriches Montreal's intellectual life, the ISV of Montreal has been created to enhance the international reputation of Montreal and its universities and to support its position as a North American university metropolis. The Montreal International Student Village project is a city-wide cultural project; it will open a top-class international window on the city and attract great talent from all corners of the world and be able to drive innovation and culture in Montreal.

► More specifically, the universities are an **essential player in access to the arts** and the democratisation of broadcasting.

Description of the initiative's effects: 500 events and concerts take place every year at the University of Montreal. The "Belles Soirées" event at the University of Montreal offers the wider public more than 350 conferences each year on topics ranging from medicine to the history of art (in 2004, more than 18,000 people attended these prestigious conferences).

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Sources

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