

A smiling man with short dark hair and glasses, wearing a blue blazer over a black and white striped t-shirt and blue jeans. He is holding a black laptop in his left hand and has his right hand in his pocket. The background is a blurred office space with wooden walls, a yellow table, and a potted plant.

Action Plan
for Design

Create Montréal



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Introduction

Design is a driver of economic growth. It plays a determining role in ensuring quality of life in the Ville de Montréal as well as our city's international visibility and influence.

Our efforts to develop the market for designers and help them shape the future of Montreal have led to remarkable achievements that have earned widespread acclaim for excellence in design and architecture.

We are clearly on the right track. This Action Plan builds on the strategic orientations that have been key to the city's success so far, and which helped Montreal obtain UNESCO City of Design status in 2006.

Our ambition doesn't stop there. The time has come to accelerate the strategic mainstreaming of design into all of the city's practices. To that end, implementation of an Agenda for Quality in Design and Architecture is at the core of our commitments

Let's give real impetus to made-in-Montréal design!



Valérie Plante
Mayor



Robert Beaudry
Executive Committee Member responsible
for Economic and Commercial Development
and Government Relations



Christine Gosselin
Executive Committee Member responsible
for Culture, Heritage and Design



Vision



Montréal, a hub of
innovation, talent,
and economic,
entrepreneurial,
international,
sustainable and
social development.



The 2018–2022 Economic Development Strategy in Brief

This strategy coincides with a promising economic climate for the city

Montréal's economy has never been so vibrant, dynamic and progressive. Employment has reached record levels, and the city is attracting more and more talent, investment and innovative businesses.

The city has unmistakable assets when it comes to quality of life, innovation, talent, in an array of promising sectors. This economic development strategy builds on Montréal's strengths to fully take advantage of the opportunities afforded by environmental, social, and economic trends such as changing demographics and climate change.

Moreover, with its newly recognized status as the metropolis of Québec, Montréal has been granted new powers enabling it to better fulfil its role as an economic driver and integrate more economic development initiatives locally.

Montréal faces a number of economic challenges, however, which it must overcome in order to keep up its momentum:

- Access to and matching of the available labour force with companies' current and future requirements;
- Strengthening entrepreneurship to support business creation, growth, and succession planning;
- Commercialization of discoveries and innovation;
- Improving the economic reach and influence of Montréal and the international development of its businesses;
- Stimulation of economic centres and support for the integrated approach to territorial economic development;
- Consistency and co-ordination of all economic development initiatives;
- Increasing the client focus as part of the city's economic development.

Five Guidelines to Accelerate Montréal's Economic Development

Focus on know-how and talent

Objectives:

- Reinforce work skills to improve economic productivity;
- Ensure the attraction and retention of talent;
- Improve the match between the needs of businesses and available workers.

Stimulate entrepreneurship

Objectives:

- Stimulate business creation;
- Support the growth of small and medium-sized businesses;
- Increase the rate of survival among businesses and support succession planning.

Rejuvenate economic centres

Objectives:

- Transform and densify industrial zones by favouring quality amenities and attractive settings;
- Improve the accessibility and the mobility of people and goods to centres of employment;
- Ensure industrial complementarity and synergy, and highlight the territory's economic advantages;
- Boost retail and local business.

Boost Montréal's international reputation

Objectives:

- Reinforce the City of Montréal's reputation as a place of business;
- Ensure the development of Montréal businesses on international markets;
- Draw foreign investment to the city.

Ensure a powerful economic development network

Objectives:

- Ensure a client-focused approach;
- Enhance the City of Montréal's internal processes to boost the productivity of economic development programs and services;
- Reinforce Montréal's economic development ecosystem.

Five High-Potential Sectors to Uphold the Guidelines of the Economic Development Strategy

The aim of the economic development strategy is to ensure ideal conditions for growth across all sectors of Montréal's economy. It prioritizes five high-potential sectors that will allow Montréal's economy to be more forward-looking and competitive, and make more productive use of city resources.

Because these five sectors are cross-cutting, supporting them will strengthen other sectors as well as future niches.

Cultural and Creative Industries

As a mainstay of Montréal's distinctive identity and character, the cultural and creative industries are a meeting point for creativity, culture, technology, and innovation. These industries include architecture and design, fashion, multimedia and video games, digital arts as well as traditional visual and live arts:

- Close to 92,000 jobs and \$8.6 billion in annual economic benefits to the Greater Montréal Area.¹

Life Sciences and Health Technologies

The life sciences and health technology sector encompasses activities ranging from research to product and service development, including medical equipment manufacturing, research and development (R&D) services, and pharmaceutical distribution.

- In Montréal, this sector represents 40,000 jobs, or 80% of direct jobs in life sciences, along with 65% of Québec GDP in the sector.²

Digital Industry

The digital industry, at the root of innovation sectors, provides leverage for attracting both domestic and foreign investment. Increasingly widespread, it has proliferated through all other activity sectors, allowing new business models to emerge. Its primary sub-sectors are artificial intelligence and deep learning, virtual augmented reality, big data, advanced manufacturing, software and IT services, as well as telecommunications services:

- More than 100,000 jobs in the city, or 8% of Montréal jobs overall, and 72% of jobs in information and communication technologies (ICT) across Québec³;
- \$12 billion of Québec's GDP is generated by the ICT sector.⁴

¹ Chamber of Commerce of Metropolitan Montréal (CCMM), The creative industries: Catalysts of wealth and influence for Metropolitan Montréal, 2013.

² Montréal InVivo, Window on the life sciences in Greater Montréal, 2013.

³ Techno Montréal, Profil des TIC, 2014.

⁴ Ibid.

Mobility and Transport

Serving most economic sectors, including public transport, manufactured goods, distribution centres, wholesale and retail trade, e-commerce, and last-mile delivery, this key industry combines all modes of transport and their disparate logistics. The development of new sustainable and intelligent transport systems is an opportunity to strengthen Montréal's place within the industry:

- 63,000 jobs in the Montréal agglomeration in 2015⁵;
- \$6.1 billion of the agglomeration's GDP in 2014.

Cleantech Sector

An emerging and fast-growing sector, cleantech reconciles economic growth with environmental performance. Ensuring the transition to a low-carbon economy, this sector promotes innovation through the creation of products and services that impact other sectors of economic activity, while fostering the creation of innovative companies. The cleantech sector consists primarily of green chemistry, energy efficiency, renewable energy, sustainable mobility, waste management, water management, remediation of contaminated sites, treatment of ambient air, etc.:

- 120 foreign subsidiaries employing more than 15,300 people;
- 60% of jobs in the cleantech sector are based in Montréal.

⁵ Montréal en statistiques, *Profil sectoriel : Transport et entreposage* (SCIAN 48-49), juillet 2017.

Five Overall Indicators targeted by the Economic Development Strategy for 2018–2022:

Achieve an **employment rate** in the Montréal agglomeration of 65% of the population aged 15 and over by 2022
(2017: 61%)

Increase the share of **full-time employment** in total employment for the agglomeration to 82%
(2017: 81%)

Reduce the share of the population aged 15 and over without a **high school diploma** in the Montréal census metropolitan area (CMA) to no more than 12% by 2022
(2017: 15%)

Achieve a **university graduation** rate among the population aged 15 and over in the CMA of at least 32% by 2022
(2017: 29%)

Increase the **employment rate of immigrants** aged 25 to 54 in the agglomeration to at least 80%, thereby reducing the gap between the employment rate of immigrant populations and those born in Canada
(2017: 78%)

8 Action Plans to Achieve the Vision and Objectives of the Economic Development Strategy

Action Plan for Entrepreneurship

Action Plan for an Efficient Network

Action Plan for Design

Action Plan for Knowledge and Talent

Action Plan for International Economic Affairs

Action Plan for Social Innovation

Action Plan for Commerce

Action Plan for the Economic Development of the Territory

The role of design in the Economic Development Strategy

- The creative and cultural industries are one of the five high-potential sectors identified.
- Architecture and design are one of the three priority niches of the creative industries.
- The Bureau du design reports to the Service du développement économique.



Action Plan for Design

Summary of the plan

Area		Strategies
1	Strategically mainstream design as a driver of economic, urban, cultural and social development	<ul style="list-style-type: none"> • Development and implementation of the Montréal Agenda for Quality in Design and Architecture
2	Develop the local and international markets for Montréal designers and strengthen their entrepreneurial skills	<ul style="list-style-type: none"> • Opening up of municipal design commissions • Commercial deployment of the CODE SOUVENIR MONTRÉAL® brand to companies, institutions and the public • Development of designers' entrepreneurial skills • Promotion of international outreach opportunities provided to Montréal designers via the UNESCO Creative Cities Network • Awarding of the Phyllis Lambert Grant to young designers and outreach support for awardees in Montréal and within the UNESCO Creative Cities Network
3	Contribute to improvement and efficiency of processes promoting quality in design and architecture	<ul style="list-style-type: none"> • Updating and distribution of legal and administrative guidance and support tools • Development and rollout of a toolbox for municipal worksite planning aimed at mitigating site impacts • Documentation and analysis of quality processes
4	Raise internal and external audiences' awareness of design and architecture	<ul style="list-style-type: none"> • Delivery via the Design Montréal platform of news, competition announcements, publications, events, promotional activities, awards and grants/bursaries, in line with the mission of the Bureau du design • Better internal and external communication of design-related initiatives • Opening to the public of competition finalists' presentations to jury members
5	Support Montréal's commitments as a UNESCO City of Design and lead the Creative Cities Network	<ul style="list-style-type: none"> • Support for the Network's development plus co-operation and exchanges of best practices with other member cities • Compliance with commitments as a Network member city

Design in Montréal

What do we mean by “design”?

Encompassing landscape architecture, urban design, architecture, interior design, industrial design and graphic design, design is here used in its broadest sense, including emerging hybrid practices like interactive design and service design. All of these creative disciplines, practised at different scales within the city, have the power to [re]qualify and enrich our living environment, improve territorial attractiveness, and ensure more effective services to citizens.

And what do we mean by design “quality”?

Design is said to be successful when it meets the needs and aspirations of the communities and users for which it is destined (inclusive, connected, diverse). It is exemplified by objects, buildings, urban planning and services that are in context, integrated with their surroundings, sustainable, adaptable, functional and effective, as well as esthetically pleasing, attractive, friendly and welcoming, engaging, interactive, and value-creating.

“Good” design is also, and more importantly, a process combining creativity and innovation. It is in fact a series of steps in which issues are identified and the best solutions for the given context are determined and then implemented. Creativity, meanwhile, is generative of ideas, and innovation harnesses those ideas. Design therefore connects ideas with the needs of a market, shapes them to make them practical, and makes them into products and services that are attractive to customers and users.

Successful design generates value, and results from the concerted efforts of the designer, with their training, skills and experience, and of the informed client, who is able to derive benefit from them. Good design is a quantifiable benefit, not a cost. The added value of good design is measurable economically, socially and ecologically.

Design is at the core of the city’s image and how it functions

There is design behind every one of the components making up the city: parks and public places, the bike-share network and cycle paths, signage, libraries, sports complexes, housing complexes, retail businesses, bus shelters, métro cars, worksite equipment, bridges, and so on. The quality of their design has a direct impact (positive or negative) on our day-to-day individual and collective perception and experience of the city we live in, work in or visit.

Design as a driver of economic development

Cities have a duty, when taking land-use planning actions, to ensure that design and architecture are of quality and are exemplary. They can derive benefits from that responsibility in terms of attractiveness and competitiveness, at a time when competition to win over investors, residents and tourists is fierce. Design is also a powerful lever of economic growth and international reach and influence.

Design’s public usefulness and role in social change

“Design allows us to transform space, objects, images or services by giving them an identity, and also by giving material expression to a society’s shared values, helping to forge social ties while addressing social and economic challenges. Design is an agent of differentiation and value creation that plays a role in every sphere of human activity and people’s daily lives.”⁶

A public construction project has effects not only on occupants and users, but on passersby, the way the neighbourhood functions, and the way the city functions. Quality spatial planning influences the quality of social life and, especially, collective and individual behaviours.⁷

⁶ Source : Caroline Gagnon, professor in the Faculté d’aménagement, d’architecture, d’art et de design and director of the undergraduate program Product Design at Université Laval [freely translated]..

⁷ Source : Interministerial mission for the quality of public construction projects, France.

27 years of actions by the city

Recognizing the economic, social and urban importance of design and the presence of a dynamic creative industry with a sizable pool of some **27,000 design practitioners**, the Ville de Montréal began investing in the promotion of this sector in 1991. A design commissioner position on the Commission d'initiative et de développement économique (CIDEM) was created at the time. This decision by the city administration can today be described as visionary: it predated economists' enthusiasm for the creative industries and the emergence of the concept of "creative cities."

Since that time, the city has implemented multiple initiatives aimed at stimulating creation in design and promoting Montréal designers' local and international visibility while steadfastly pursuing one objective: that of **harnessing design talent for the benefit of sustainable economic and urban development and a quality living environment throughout the city.**

Given that history, Montréal ranks among the most experienced of pioneering cities when it comes to development and positioning strategies built around design.

A salient feature of the city's actions in the area of design is that it is **cross-cutting, and at the intersections of:**

- economic development (development of markets, territorial economic development, promotion and retention of talents);
- urban development (land-use planning and development);
- cultural development (strong identity-building potential of architecture and design as material manifestations of our culture);
- social development (teaching, awareness, citizen input, social acceptance).

UNESCO City of Design

In June 2006, following the creation of the Bureau du design, Montréal was awarded UNESCO City of Design status, thereby joining the Creative Cities Network established by UNESCO, which today comprises 180 member cities in seven creative fields (Crafts & Folk Art, Media Arts, Film, Design, Gastronomy, Literature, and Music), including 31 Cities of Design. In awarding Montréal the designation, UNESCO recognized the potential of designers to contribute to the future of Montréal, as well as the commitment and determination of the Ville de Montréal, other levels of government and civil society to build on that strength for the purpose of enhancing Montrealers' quality of life.

The UNESCO designation is neither a label nor a form of recognition. It is an invitation to develop Montréal around its creative forces in design. "Montréal, UNESCO City of Design" is thus a **city project**, a **collective endeavour**, whose implementation over time hinges on all stakeholders—elected officials, citizens, experts, entrepreneurs and designers—buying into and embracing it.

This recognition has proven to be a bona fide strategic tool for consolidating the bases of a creative economy and stimulation innovation in design. Montréal's membership in the Creative Cities Network has significantly contributed to building new momentum and greater confidence, aiding the evolution from a city recognized as a city of designers toward one with the coveted status "City of Design."



MONTREAL
VILLE UNESCO
DE DESIGN

The impact of design on Montréal's economic development

Recent statistical snapshots of arts & culture and the creative industries show Montréal standing out from other large North American cities thanks to vitality and strong growth in the architecture and design sectors.⁸

Case in point: the design professions are a major economic force:

- 45,650 workers in Québec, 60% of whom live in the Montréal Metropolitan Area (MMA), or 27,000 professionals⁹;
- Median annual employment income of \$40,159,¹⁰ which is above the overall average for the MMA (\$38,000)¹¹;
- 33% increase in the number of jobs from 2007 to 2014.¹²

Beyond these figures, the design sector's importance to Montréal lies above all in its potential as a driver of growth in other sectors and its strong incidence on quality of the living environment and territorial attractiveness.

Foundations of the Action Plan for Design

Principles supporting municipal action in design

The mission of the **Bureau du design** is to better develop [design, build] the city with designers, provide support and guidance to the central departments and the boroughs on processes that foster quality, develop the market for Montréal-based designers and architects, and promote their talent. Delivering on that mission relies in part on the following principles:

- Being an exemplary client (municipal prime contractor);
- Putting designers to work;
- Promoting quality in design;
- Stimulating creativity and innovation.

⁸ CCMM, *The creative industries: catalysts of wealth and influence for Metropolitan Montréal*, November 2013.

⁹ Ministère de l'Économie, de la Science et de l'Innovation, *Rapport – Portrait des travailleurs du design au Québec* selon l'Enquête nationale auprès des ménages de 2011, March 2016.

¹⁰ Ibid.

¹¹ *Profil sociodémographique – Région métropolitaine de Montréal*, July 2014.

¹² Statistics Canada, *Business Register, employment estimate, MMA*, 2014.

SWOT analysis of the environment and markets

Strengths

- International recognition thanks to the designation Montréal, UNESCO City of Design
- Strong concentration of talent
- Ecosystem rich in teaching and research institutions in all design disciplines
- Many effective communication platforms (e.g., museums, exhibition centres, media outlets) and commercialization of design (e.g., pop-up markets, trade shows)
- Significant job growth in this sector
- Growing acknowledgement of the dimension of design as a driver of economic growth, quality of life, and identity shaping

Weaknesses

- Mostly local market, with little international presence for companies
- Highly fragmented industry: mainly smaller firms and self-employed workers that have difficulty qualifying internationally
- Procurement rules generally favouring the lowest bidder and experienced/specialized firms
- Difficulties faced by young professionals in getting started and succeeding in business
- Limited understanding by public-sector stakeholders and the general public of the impacts of design on quality of life

Opportunities

- Maximize the dimension of design as a driver of sustainable growth for the Ville de Montréal, in response to the objectives of the UN 2030 Agenda for Sustainable Development and New Urban Agenda (Habitat III)
- Derive maximum benefit from the Design sub-network of the UNESCO Creative Cities Network
- Optimize the potential for achievements stemming from municipal commissions as a showcase for the know-how of designers and architects
- Leverage the engagement of the community and elected officials around adoption of the Québec Architecture Policy to map out the Montréal Agenda for Quality in Design and Architecture
- Revisit procurement rules in the light of the powers vested in Montréal by its new status as metropolis

Threats

- Limited or restricted access to contracts in design and architecture for smaller firms and startups
- Growing phenomenon of mergers of firms, compounding the market-access difficulties faced by smaller and newer firms
- Business model mainly based on “custom creation,” with limited potential in R&D
- Shortcomings with professional accreditation: titles and/or fields of practice are open and not reserved for all design disciplines except architecture, landscape architecture and urban planning

A \$3.8-million
budget over
three years.

5 areas
of action.

47 actions.

Strategically mainstream design as a driver of economic, urban, cultural and social growth

Given its broad scope, design must from now on be integrated systemically and systematically into the Ville de Montréal's development plans and policies, as has previously been stated in the *Action Plan: Montréal, Cultural Metropolis* (since 2007) and the *Politique de développement culturel de la Ville de Montréal* (since 2005).

The Agenda will be the bearer of a common vision, stating directions, clear objectives, strategies and actions for fostering the growth of this creative industry and imparting quality in design and architecture everywhere on the territory of Montréal.

This 2018–2020 Action Plan, resulting from the mandate entrusted to the Bureau du design by Municipal Council on September 25, 2017, to draft the outline of the Montreal chapter of the proposed Québec Architecture Policy consistent with the status of metropolis and with the “Montreal Reflex” framework agreement, proposes development of an Agenda for Quality in Design and Architecture. This process will be conducted jointly with the boroughs and central departments along with the professional community and public- and private-sector players with a stake in the development of Montréal.

AREA 1

Strategies	Actions	Performance indicators
<p>Development and implementation of the Montréal Agenda for Quality in Design and Architecture</p>	<ul style="list-style-type: none"> • Mobilize all stakeholders around shared objectives, strategies and actions to counter obstacles to quality in design and promote the growth of companies • Establish key concepts and share common terminology to express what is meant by the quality of the built environment and of public spaces • Recognize and reinforce assets and achievements of the Ville de Montréal (plans, strategies, processes etc.) that already promote quality in design and architecture • Ensure that all of the economic development Action Plans function as levers for expanding the market for Montréal designers • Incorporate the "Montréal Reflex" into government policies and programs pertaining to design (e.g., Montréal chapter of the Québec Architecture Policy, Québec Cultural Policy) 	<ul style="list-style-type: none"> • Number of the elected officials made aware • Number of people mobilized around development of the Agenda • Number of Montréal design and architecture firms benefiting from the programs and initiatives of the Service du développement économique* • Number of municipal employees working as design and architecture professionals* • Number and financial value of design and architecture contracts awarded by the City* • Number of designers and architects entered on the register of Ville de Montréal suppliers* • Number of awards/distinctions won by the Ville de Montréal for achievements in design and architecture

*The Bureau du design relies on the availability and reliability of the city's internal and external sources in providing the data for these indicators.

Develop the local and international markets for Montréal designers and strengthen their entrepreneurial skills

The main challenge for design and architecture graduates is to earn their living from their profession. For designers who are also “makers,” commercialization of their products remains a major issue. For designers working as consultants who choose to be self-employed rather than join an established agency, the most decisive challenge is access to prime contracts, be they public or private. Some bid processes relating to transitional spatial planning, or to more ephemeral contracts such as retail space design, are especially well suited to emerging professionals. Likewise, some procurement processes, such as design and architecture competitions, provide avenues for less specialized or experienced practitioners to obtain municipal contracts.

The Bureau du design will continue to place priority on these niches and processes and will redouble efforts to put designers to work, improve their entrepreneurial skills, and retain talents in Montréal by giving them access to a diverse range of inspiring commissions and, in so doing, affording them opportunities to prove their worth locally, on their own market, before establishing themselves internationally. To that end, the UNESCO Creative Cities Network offers multiple outreach opportunities, which the design community will be increasingly invited to seize.

AREA 2

Strategies	Actions	Performance indicators
Opening up of municipal commissions in design and architecture	<ul style="list-style-type: none"> • Provide support and guidance to the departments and boroughs in their projects, giving priority to those encouraging access for emerging designers and architects (e.g., pedestrian and shared-streets implementation program, temporary occupancy of vacant buildings) and that are atypical (i.e., for which a culture of design quality is not yet established). 	<ul style="list-style-type: none"> • Number of projects that receive support and guidance from the Bureau du design and those with conditions that favour emerging designers • Number and financial value of design and architecture contracts awarded among the projects receiving support and guidance from the Bureau du design • Number of beneficiaries of support and guidance from the Bureau du design • Number of design and architecture competitions and panels held by the departments and boroughs
Commercial deployment of the CODE SOUVENIR MONTRÉAL® brand to companies, institutions and the public	<p>"Business to business"</p> <ul style="list-style-type: none"> • Issue a new call for proposals and expand the selection of Montréal souvenir gift items in a new edition of the CODE SOUVENIR MONTRÉAL® catalogue • Publicize and distribute the catalogue to corporate and institutional buyers • Provide designers with opportunities to sell their products • Organize activities conducive to meetings between buyers and designers <p>"Business to consumer"</p> <ul style="list-style-type: none"> • Support a network of CODE SOUVENIR MONTRÉAL® licensed retailers (stores or points of sale) in Montréal 	<ul style="list-style-type: none"> • Number of participations in trade fairs and events aimed at the general public • Number of designers and items selected for the catalogue • Number and financial value of items sold via catalogue promotion and distribution activities

Strategies	Actions	Performance indicators
Development of designers' entrepreneurial skills	<ul style="list-style-type: none"> • Conduct an opportunity study with an eye to providing an entrepreneurship training program for designers of objects • During 2019, train an initial cohort of designers among those selected for CODE SOUVENIR MONTRÉAL • Enhance design and architecture firms' awareness of social-economy business models • Support implementation and rollout of the second edition of Parcours C3, a support and guidance program for high-potential companies and organizations in the cultural and creative industries 	<ul style="list-style-type: none"> • Number of trainings available • Number of designers taking part in and completing training
Promotion of international outreach opportunities provided to Montréal designers via the UNESCO Creative Cities Network	<ul style="list-style-type: none"> • Publicize, via the Design Montréal platform, activities and forums available to Montréal designers meeting the criteria of the Bureau du design (quality, rigour, fairness) • Invest in opportunities offering strong potential for outreach and market development while supporting representation of Montréal designers as ambassadors of Montréal, UNESCO City of Design 	<ul style="list-style-type: none"> • Number of requests received, publicized, processed and funded • Number of people benefiting from these opportunities • Number of contacts established • Economic benefits for the participating designers
Awarding of the Phyllis Lambert Grant to young designers and outreach support for awardees in Montréal and within the UNESCO Creative Cities Network	<ul style="list-style-type: none"> • Publicize the outcomes of the most recent awardees' professional development projects • During 2019, award the 10th Phyllis Lambert Grant, in the amount of \$10,000 • Offer all awardees opportunities for representation and international outreach as ambassadors of Montréal, UNESCO City of Design 	<ul style="list-style-type: none"> • Number of contacts established • Economic benefits for the awardees • Media reach

Contribute to the improvement and efficiency of processes promoting quality in design and architecture

Through its active involvement since 2006 in implementation of design and architecture competitions as a means of selecting professionals and promoting excellence, and with some 50 projects completed to date, the Bureau du design has developed expertise in this process that is unique in Québec.

To facilitate knowledge-sharing and ensure the mainstreaming and exemplary supervision of this new practice, which still requires an exemption to the *Cities and Towns Act*, the Bureau team offers its support to the central departments and boroughs of the Ville de Montréal (for needs definition, choice of process, expert referrals, distribution, public hearings, etc.) and develops tools that provide them with administrative and legislative support and guidance.

This has led to the creation of reference guides for the organization of 1) architecture and design competitions and 2) design panels, along with the following documents: model regulations for organization of a

design, architecture or multidisciplinary competition; professional services agreement for architecture and multidisciplinary projects; professional services agreement for design and multidisciplinary projects; agreement for participation as a competition juror; model call for tenders for the services of a professional consultant on competitions and other quality processes in design and architecture.

The challenge going forward is to perfect these tools and, especially, ensure their widespread distribution so that procurement processes are simplified and made more efficient.

Likewise, again for purposes of efficiency and profitability (e.g., in the area of street furniture or tools for mitigating jobsite impacts) the Bureau du design will give priority support to creation and innovation efforts in design, aimed at the perfecting of generic concepts that address recurrent issues and can be deployed throughout the city.

AREA 3

Strategies	Actions	Performance indicators
Updating and distribution of legal and administrative guidance and support tools	<ul style="list-style-type: none"> Update the reference guide for organization of design and architecture competitions and the reference guide for holding a design panel Perfect and finalize content, and make available to the central departments and boroughs all legal and administrative support and guidance documents developed to date 	<ul style="list-style-type: none"> Number of support and guidance tools made available Number of requests for Bureau du design expertise or consulting from organizations and institutions outside the Ville de Montréal
Development and rollout of a toolbox for municipal worksite planning aimed at mitigating site impacts	<ul style="list-style-type: none"> Finalize, in co-operation with Montréal's Communications department, the generic tools for worksite impact mitigation: wrapping for the purpose of "delimiting" the site, signage for "directing" users, and the site module for "informing" them Test these tools at various worksites and fine-tune their design Develop the design of services associated with rollout of the toolbox Distribute the toolbox along with training for site managers and contractors beginning in 2019 	<ul style="list-style-type: none"> Number of tools finalized Number of test beds for the toolbox Number of trainings provided

Strategies	Actions	Performance indicators
Documentation and analysis of quality processes in design and architecture	<ul style="list-style-type: none"> Recommend and justify procurement processes and rules that promote quality in design and architecture as part of the internal consultations toward the adoption of the new contracts management by-law Survey the departments and boroughs that have received support and guidance from the Bureau du design and ensure critical feedback on our processes Update the qualitative and quantitative data on each project supported to enable analysis and comparison of the different working methods Contribute to the assessment of the impact on project costs of the various design and architecture contract awarding methods 	<ul style="list-style-type: none"> Number of business units, departments and boroughs receiving support and guidance from the Bureau du design in implementing procurement processes that aim at quality in design and architecture

Raise internal and external audiences' awareness of design and architecture

If the quality of design and architecture in Montréal is to be enhanced, everyone must demand such quality. The overarching goal is to develop a culture ensuring that these professions are better understood by the public and that Montrealers are able to make informed judgments about the design of the products they buy and the planning of the places where they live, work and play.

The Bureau du design intends to continue developing and amplifying the interest of citizens and prime contractors in a quality urban environment (and at the same time elevating requirements), according to the key elements of successful design (see above: *What do we mean by design "quality"?*). In addition to training champions of design within the boroughs and central departments, the team will continue its work aimed at democratizing the notion of quality in design, which is still too often perceived as being the purview of the élite or of exceptional projects.

AREA 4

Strategies	Actions	Performance indicators
<p>Delivery via the Design Montréal platform of news, competition announcements, publications, events, promotional activities, awards and grants/bursaries in line with the mission of the Bureau du design</p>	<ul style="list-style-type: none"> • Distribute quality, newsworthy bilingual content on the designmontreal.com site and feature important news items in the Design Montréal newsletter • Enliven social media sites with relevant, thoughtful content • Highlight participation in and successes of local designers in competitions as well as prizes awarded by Montréal or UNESCO Creative Cities Network members • Boost the reach of content likely to interest the community and designers on social networks, via advertising 	<ul style="list-style-type: none"> • Number of firms listed in the Directory of Montréal Designers • Number of award-winning buildings, retail spaces and public places featured on the Design Montreal Map • Traffic to the designmontreal.com site • Number of subscribers
<p>Better internal and external communication of design-related initiatives</p>	<ul style="list-style-type: none"> • Work together with the Montréal's Communications department to ensure widespread publicizing of projects or decisions having an impact on citizens • Take advantage of the forums available in the city to raise awareness of the Bureau du design's mission and actions 	<ul style="list-style-type: none"> • Number of communications operations • Number of people reached
<p>Opening to the public of competition finalists' presentations to jury members</p>	<ul style="list-style-type: none"> • Provide support and guidance to the boroughs and internal departments in organizing public presentations as part of design and architecture competitions • Invite elected officials and get them involved in public presentations • Systematically survey members of the public and bring them on board (Design Montréal newsletter) 	<ul style="list-style-type: none"> • Number of public presentations • Number of residents and elected officials attending

Support Montréal's commitments as a UNESCO City of Design and lead the Creative Cities Network

Cities all over the world are undergoing profound changes, and their growth is complicated by multiple issues encompassing environmental concerns, mobility, accessibility, migration, social, cultural and generational diversity, coexistence, technological revolution, aging infrastructures, etc.

Montréal is no exception: it must reinvent itself and, to support its transformation, it is more than ever in need of vision, creativity, innovation, political will, resiliency, and, of course, financial means and investments.

As a member of the UNESCO Creative Cities Network, Montréal is invited to promote quality in design on its territory as a means of helping achieve the objectives of the United Nations 2030 Agenda for Sustainable Development and New Urban Agenda (Habitat III). Since 2016, UNESCO has been committed to refocusing the activities of the Network, engaging cities in implementation of the 17 Sustainable Development Goals ratified by the 193 member countries in Quito

in September 2015, including Goal 11, the pledge to "make cities and human settlements inclusive, safe, resilient and sustainable." That strategy provides us with an inspiring, meaningful approach to mapping out the Montréal Agenda for Quality in Design and Architecture (cf. Area 1).

With maintenance and renewal of UNESCO City of Design status now subject to periodic review (every four years), Montréal must respect a number of commitments including the fundamental pledge to co-operate, share and document our practices and learnings with the other Network member cities.

AREA 5

Strategies	Actions	Performance indicators
Support for the Network's development plus cooperation and exchanges of best practices with other member cities	<ul style="list-style-type: none"> • Share best practices of the Bureau du design likely to inspire other Cities of Design • Share our experience and know-how in promotion of design and development of markets for designers, for example by providing support and guidance to cities licensed by Montréal to organize Commerce Design® Awards • Process the various invitations, requests and forums offered to the Ville de Montréal by the 180 members of the Creative Cities Network (including the 31 Cities of Design) and evaluate the suitability of following up on them based on resources required and potential or known benefits • Host delegations 	<ul style="list-style-type: none"> • Maintain UNESCO City of Design status (next review scheduled for 2020) • Number of cities benefiting from our collaboration • Number of requests and opportunities processed • Economic benefits for the Bureau du design (e.g., partnerships established, licences sold)
Compliance with commitments as a UNESCO Creative Cities Network member	<ul style="list-style-type: none"> • Take part in the Annual Meeting of the Network • Take part in the two annual working meetings of the Design sub-network 	<ul style="list-style-type: none"> • Maintain UNESCO City of Design status (next review scheduled for 2020)



Conclusion

Through its Action Plan for Design, Montréal seeks to stimulate creation in design and promote the local and international reputations of Montréal-based designers, while steadfastly pursuing one objective: that of harnessing design talent for the benefit of sustainable economic and urban development and a quality living environment throughout the city.

The process of developing the Montréal Agenda for Quality in Design and Architecture as well as the organization of an Economic Development Forum that will be held in the fall 2018 forum will be valuable opportunities for all stakeholders to mobilize around concrete actions and concerted efforts.

Glossary of terms

CODE SOUVENIR MONTRÉAL

A tool for promotion of Montréal designers in the form of a curated catalogue of gift items available for purchase by institutions and members of the public.

Competition

A call issued to multiple teams of designers for the purpose of obtaining a range of solutions to a given prompt. The aim is to select the best possible project based on the challenges to be met, and to entrust completion of the project to the team that submitted it.

Design

The Bureau du design of the Ville de Montréal defines “design” as “all of the creative disciplines that have the power to [re]qualify and enrich our living environment: urban design, landscape architecture, architecture, interior design, industrial design, graphic design, event design, and service design.”

Design panel

Process for ensuring the qualitative monitoring of a project via support and guidance from spatial planning experts. Panels of experts from different disciplines (e.g., architecture, design, landscape architecture) act upstream of the process, beginning in the preliminary phases of the project, and complement the existing administrative commissions, their expertise pertaining specifically to design quality and means for achieving it.

Opening up of municipal commissions

Establishment of conditions and criteria promoting access to municipal contracts by greater numbers of design firms, including emerging practitioners, ensuring that the Ville de Montréal, via its traditional goods and services procurement methods or via competitions, contributes to developing the market for design and architecture professionals.

Temporary, transitional occupancy of vacant buildings

Time-limited process whereby spaces left vacant are repurposed to benefit entrepreneurial, cultural and community activities.

Transitional spatial planning for public spaces

Development process targeting the sustainable planning of a site or street, incorporating an experimental phase of indeterminate duration for testing of a design concept by in situ implementation of modest, flexible measures. This test phase of a spatial planning configuration is conducted jointly with citizens and partners from the surrounding socio-economic and cultural community.

UNESCO Creative Cities Network

Created in 2004, the UNESCO Creative Cities Network today comprises 180 cities specialized in seven creative fields (Crafts & Folk Art, Media Arts, Film, Design, Gastronomy, Literature, and Music), including 31 Cities of Design. Its mission is to foster international co-operation with and among cities that have identified creativity as a driver of sustainable urban development, social inclusion, and cultural vibrancy.

Economic Development Mobilization Forum

Fall 2018

Montréal 

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