



Culture Montréal Diversity Project

Observations and 2018-2020 Action Plan

Presentation

To implement the diversity action plan, brainstorming meetings were held with tens of actors to offer observations about focus areas identified (representativeness and instrumentalization; access; governance). A group was then formed to lay the foundations for an action plan to respond to the challenges identified during the brainstorming meetings.

This action plan concentrates on issues of governance and will serve as a schedule for the Culture Montréal diversity project.

The objective of the action plan will be to create the means – initially for Culture Montréal and eventually the entire community – to reflect as completely as possible on issues and realities regarding the participation of all Montrealers in culture, across our territory and through the bodies and activities that make up the cultural scene.

Observations

Focus 1 – Representativeness and instrumentalization of cultural diversity in artistic and cultural life and practice

Observations

- The cultural offer from artists from diverse communities is confined to festivals and events labelled as diversity offerings. Aside from these specific moments, the offer the rest of the year happens in more marginal networks and venues, outside of recognized Montréal cultural institutions, including the municipal network.
- While all citizens contribute their fair share to financing culture, there is a limited feeling of identification with the cultural offer in the municipal network and major Québec cultural institutions.
- Representation applies not only to the people showcased, but also to the themes chosen, the cultural references and the aesthetics we prioritize.
- We need to consider diversity an asset in rethinking business models, because we need new audiences that reflect the sociodemographics of Montréal.
- Giving diverse artists a showcase is not enough; they want to be involved in decision making.
- Professional associations do not represent everyone, and the mere fact of collaborating with them is not enough to understand the realities of artists and cultural workers from diverse communities, who are not necessarily part of these networks.

Focus 2 – Access and systemic obstacles can hamper development and prevent citizens from diverse communities from participating in arts and cultural life

Observations

- There are criticisms about the centralization of culture. It is important to think about audience mobility based on the realities of their neighbourhood and daily lives. It is also important to have the efforts of businesses recognized within their neighbourhoods.

- Free access and passports are not sufficient. Access is also a question of mental availability and the feeling of belonging. People need to feel drawn to the offer and feel “legitimate” in the places they visit.
- The importance of culture is not the same across communities, or its definition may not be in keeping with the institutional approach we are familiar with. We need to work on popularizing and raising awareness – including by making different pitches – to understand the role of culture in individual and collective development.
- There are limits to how much artists and people in financially precarious situations can be involved in task forces, because the cost of participation is not covered. When involvement is not part of a salaried position, it is difficult for participants to give as much energy and time.

Focus 3 – Governance and inclusion with Culture Montréal and the entire cultural community.

Observations

- There is generalized disappointment among artists and cultural workers from diverse backgrounds and emerging artists and cultural workers at not being taken seriously and not having access to certain networks. People do not step forward to sit on boards of directors, because they do not appear in shows and they do not believe they will be accepted or truly be able to effect change.
- There is a need for people to open doors and for artists to benefit from guidance to understand how and why to get involved in administrative and decision-making structures. Diverse and emerging artists and cultural workers want to have facilitators to help them open doors, but they do not want those facilitators to express themselves in their stead.
- There is a problem with the circulation of information about positions to be filled on decision-making bodies and other structures. “If you are not contacted personally by someone who already knows the internal processes, there is not much chance you will feel that it applies to you.”

2018-2020 Action Plan — Within the Organization

Year 1 — 2018	Year 2 — 2019	Year 3 — 2020
<p>Objective — Create the conditions internally to foster greater inclusivity within Culture Montréal (CM) (board, working committees, team, activities, events, etc.)</p> <ul style="list-style-type: none"> • Change the by-laws to ensure diversity in applications received <ul style="list-style-type: none"> <u>Targets</u> → Use a definition of representativeness consistent with the work of the committee developing the diversity action plan. → Adopt a co-opting measure that prioritizes cultural representation for the years covered by this action plan. • Change CM membership pricing and strategies to ensure there is a diversity of profiles among members <ul style="list-style-type: none"> <u>Targets</u> → Adopt new pricing before the 2018 AGM. → Work with the diversity advisory unit to develop new membership strategies. • Consolidate the group working on the diversity action plan to make it a CM advisory unit for issues related to inclusivity and have the unit oversee the action plan's implementation. <ul style="list-style-type: none"> <u>Targets</u> → Expand the composition of the current group. → Introduce a mechanism to track the unit's recommendations. • Form a recruitment committee (made up of CM directors and non-directors) to identify and welcome candidates to the board of directors and other working bodies <ul style="list-style-type: none"> <u>Targets</u> → Create the committee in time for the 2018 AGM. → Identify qualifications that are lacking or priority profiles to strengthen the board of directors.. → Propose, for the 2018 AGM and for all of the work done, a series of candidates, 50% of whom are from diverse backgrounds. • Establish partnerships to expand networks of participants in activities and CM bodies <ul style="list-style-type: none"> <u>Targets</u> → Reconnect with Ville de Montréal units (e.g., Direction de la Diversité Sociale, Conseil Interculturel de Montréal) → Establish contacts with Montréal universities to facilitate the dissemination of communications (YEAR 2) 	<p>Objective: Consolidate good governance practices and extend the influence of Culture Montréal's efforts beyond the organization.</p> <ul style="list-style-type: none"> • Initiate new partnerships to implement the action plan throughout CM and on the cultural scene. <ul style="list-style-type: none"> <u>Target</u> → Determine partnership needs and initiate contacts. • Ensure wider circulation of information (for example, about vacancies on the board of directors and CM activities) in different networks and with different individuals <ul style="list-style-type: none"> <u>Target</u> → Mandate a specialized consultant to identify worthwhile networks and determine how to reach them. • Have CM adopt a diversity and equity policy to serve as a reference for all CM teams (employees, directors, volunteers) <ul style="list-style-type: none"> <u>Target</u> → Have a document adopted by the end of 2019. • Introduce a mentoring project between former and new directors <ul style="list-style-type: none"> <u>Target</u> → Introduce a pilot project by the end of 2018. • Ensure CM's presence at events with the theme of access, participation and inclusion (issues related to diversity) <ul style="list-style-type: none"> <u>Target</u> → Develop specific mandates for directors, so that they get involved in CM projects, particularly representation. 	<p>Objective: Acquire tools to make diversity project efforts permanent.</p> <ul style="list-style-type: none"> • Use programming as a membership development tool and ensure it reflects the interests and realities of all members. <ul style="list-style-type: none"> <u>Target</u> → Look into and identify member interests and realities beyond those already addressed by CM.

2018-2020 Action Plan — On the Montréal Cultural Scene (External)

Priority Efforts (External)		
Year 1 — 2018	Year 2 — 2019	Year 3 — 2020
<p>Objective — Initiate dialogue with the Ville de Montréal’s Service de la Culture and the community to build awareness about this issue</p> <ul style="list-style-type: none"> • Form an advisory group to share good inclusivity practices (made up of individuals, artists from diverse communities and other stakeholders) • Launch a study to take stock of diversity in culture (MACDIT study) 	<p>Objective: Introduce projects that respond to the issue of inclusivity, particularly in decision-making structures</p> <ul style="list-style-type: none"> • Start creating a bank of applicants from diverse communities for boards of directors in cultural institutions, to help the inclusivity efforts of cultural and arts organizations <p>Form a working group on creating a fund dedicated to occasional expertise and the need for quotas on boards of directors for cultural institutions</p>	<p>Objective: Make efforts permanent</p> <ul style="list-style-type: none"> • Work with the Ville de Montréal’s Service de la Culture to come up with incentives that can be introduced to promote representativeness in Montréal cultural organizations

Miscellaneous Proposals (External)
<ul style="list-style-type: none"> • Make the cultural community aware of the importance of having an initiative and action plan that reflects their mission and reality. • Facilitate actors from diverse communities participating in and accessing major cultural events (CORIM, CCMM, CAM, etc.) • Propose holding networking events for the cultural milieu with boards of directors seeking new directors and candidates. • Launch a collective effort with other players already working on diversity issues to get the community involved in these issues.

Working Group — Diversity Project

Action Plan

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