



2016–2019+  
REPORT /  
MONTRÉAL UNESCO  
CITY OF DESIGN

DECEMBER 2020



**MONTREAL**  
UNESCO CITY  
OF DESIGN



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## DECEMBER 9, 2020



During the four years covered by this activity report, we have all become acutely aware of the climate emergency and our collective responsibility to address it. As cities, we have the power to act, and cultural and creative metropolises like Montréal possess genuine levers that can make us agents of change.

Strongly inspired by the United Nations 2030 Agenda for Sustainable Development and determined to do its part to achieve the greenhouse gas emissions (GGE) reduction targets set in the Paris Agreement, Montréal—which was named a UNESCO City of Design in 2006—has adopted its own Agenda 2030. It positions designers and architects as frontline partners in the necessary green and social transition.

Launched in December 2019, the *Montréal 2030 Agenda for Quality and Exemplarity in Design and Architecture* is a timely initiative. The profound social and economic upheavals caused by the global health crisis that has been rampant since the beginning of this year oblige us to rethink our lifestyles and living environments.



We are living through a most trying time, which we all trust will lead to a better world—one achieved by seizing the opportunity to reinvent ourselves and respond to the climate emergency. We are determined to secure an economic, cultural and social recovery that is green, just and inclusive.

We know that architects and designers are more than ever part of the equation when it comes to rethinking our cities, starting now, to ensure safe, harmonious coexistence as well as sustainable, shared growth. Our administration's recent commitments to quality, creativity, sustainability and innovation are necessary, and they will guide us in successfully "restarting" Montréal.

The challenge is a daunting one, but with the creative talents from which our metropolis draws strength and the indispensable mutual assistance existing within the UNESCO Creative Cities Network, we have no doubt that, together, we will succeed in meeting it.

**Valérie Plante**  
Mayor of Montréal

**Luc Rabouin**  
Ville de Montréal Executive Committee member  
responsible for Design





## FOUNDATION: 30 YEARS OF MUNICIPAL ACTIONS IN DESIGN

Since creating the position of Design Commissioner in 1991, the Ville de Montréal has implemented numerous initiatives aimed at stimulating creation in design and promoting the local and international reputations of Montréal-based designers.

The mission of the Ville de Montréal's Bureau du design is to improve city planning by working with designers; support public commissions in design, develop the market for Montréal-based design professionals, and promote their talents. Since the adoption in December 2019 of the [Montréal 2030 Agenda for Quality and Exemplarity in Design and Architecture](#), the Bureau du design has been tasked with the mandate of coordinating its implementation at the municipal level.

In June 2006, Montréal was named a UNESCO City of Design, becoming part of the UNESCO Creative Cities Network, which to date comprises 246 member cities in seven centres of creativity (Cinema, Crafts and Folk Art, Design, Gastronomy, Literature, Media Arts, and Music), including 40 Cities of Design. The Ville de Montréal's original 2006 application to UNESCO may be viewed [here](#) (PDF).

In attributing the title to Montréal, UNESCO acknowledged the potential of designers to contribute to the city's future, 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 was neither a label nor a form of recognition. It was an invitation to develop Montréal around its creative forces in design. Since that time, Montréal UNESCO City of Design has thus been a project for an entire city, a collective project that, to become a reality over time, demands that all stakeholders—elected officials, citizens, experts, entrepreneurs and designers—buy into it and make it their own.

Montréal's City of Design status was renewed in July 2016, on the strength of a 10-year track record hailed and cited as exemplary by UNESCO. This second interim report summarizes the activities carried out by the city since 2016 pursuant to that status and to its commitments as a member of the UNESCO Creative Cities Network.

CLICK! This interactive document is enhanced with numerous figures, appendices, downloadable PDF files and [hyperlinks](#).



## KEY DATES

- 1991 Position of Ville de Montréal Design Commissioner created
- 1995 Commerce Design Montréal competition (1995–2004) created
- 2003 First international Commerce Design Montréal licences awarded
- 2004 *International New Design Cities* symposium and publication
- 2005 *Design of the City / City of Design* municipal action plan adopted  
International Design Alliance (IDA: ICSID + ICOGRADA + IFI)  
head office established in Montréal
- 2006 Montréal named a UNESCO City of Design**  
Bureau du design created
- 2007 Design Montréal Open House days created (2007–2013)  
*Rendez-vous – Montréal, Cultural Metropolis* held
- 2008 *2007–2017 Action Plan – Montréal Cultural Metropolis* adopted:  
Commitment 3.2: Promote excellence in architecture and design  
Commitment 4.4: Highlight Montréal's designation as a  
UNESCO City of Design
- 2009 *Building Montréal, UNESCO City of Design* initiative  
(2009–2012) launched
- 2012 Annual meeting of the UNESCO Creative Cities Network  
held in Montréal  
*Montréal, UNESCO City of Design in Action and Statistics, 2006–2012*  
report issued
- 2014 International colloquium *Unsitely! – Leveraging Design to Improve  
Urban Construction Sites* held
- 2015 Special 20th anniversary of the Commerce Design Montréal  
Awards held
- 2016 Montréal UNESCO City of Design status renewed
- 2017 *Montréal Design Declaration* adopted at the World Design Summit  
Consultation process leading to a municipal policy on design begun  
(eventually becomes the Montréal 2030 Agenda)
- 2018 *Create Montréal* Design Action Plan (2018–2020) adopted
- 2019 *Montréal 2030 Agenda for Quality and Exemplarity in Design  
and Architecture* adopted
- 2020 COVID-19 Design emergency and recovery plans implemented**

## SUMMARY

Building on its track record over its first decade as a UNESCO City of Design and renewal of its status in 2016, the Ville de Montréal has, over the past four years, refined its action pursuant to the objectives of the UNESCO Creative Cities Network as they relate to implementation of the United Nations 2030 Agenda for Sustainable Development.

It has done so steadfastly while pursuing one objective: that of harnessing design talent for the benefit of sustainable economic and urban development and a quality living environment for all, throughout the city. The time had come for the Ville de Montréal to accelerate the strategic mainstreaming of design into all of its practices.

Locally, along with growth in municipal commissions and activities to promote Montréal talents, three major projects were begun and completed during this period of consolidation:

- / A new **sector-based action plan for design, *Create Montréal 2018-2020***, was launched in May 2018
- / An initial ***Montréal 2030 Agenda for Quality and Exemplarity in Design and Architecture*** was adopted by City Council in December 2019
- / The first **statistical portrait** (sociodemographic and socioeconomic) of Montréal's design ecosystem was produced and made public in September 2020

The COVID-19 pandemic, which was declared in March 2020, demanded an adjustment of our priorities and an immediate shift to action on the ground. Since then, with input from designers and other creative practitioners, the focus has been on rollout of emergency measures to adapt our public spaces (streets, parks, squares), municipal buildings and retail spaces to guarantee the safe delivery of essential services in compliance with public health directives.

Internationally, Montréal has continued to play a very active role within the Network. It instigated the first inter-cluster meeting of the North American Design Cities in March 2019, and has hosted many international delegations, including on the occasion of the World Design Summit in October 2017, attended by several Network and UNESCO delegates.

The past four years have seen rapid growth of the Creative Cities Network and a marked increase in opportunities for international co-operation, which we have not failed to seize. From competitions to awards, exhibitions, lectures, forums and research projects, calls for participation sent out to the designer community have grown. Given the duty incumbent on the UNESCO Creative Cities, and particularly the Cities of Design, a charter of ethical principles (transparency, equity, recognition and clear deliverables) for endorsing and disseminating calls, competitions and awards within the Network was proposed by Montréal and unanimously adopted in June 2018.

The need for sharing within the Network has become stronger than ever since the emergence of COVID-19, which has affected all cities in succession. The shared experience of this global health crisis is a unifying one, providing an unprecedented opportunity to learn and experiment together.

This context warrants an ongoing watch system within the Network to identify innovative initiatives and projects, both individual and collective, originating in the design community and implemented in our cities, regions and countries to provide immediate assistance to citizens and businesses and support post-COVID-19 recovery. This movement has been underway since early April, when an initial directory of some 100 initiatives from 15 cities was swiftly compiled at the invitation of the cities of Montréal, Detroit (Michigan, United States) and Kortrijk (Belgium).



## SUMMARY (CONT.)

In the coming years, to address the many transformational challenges posed by the climate emergency as well as public health issues, and further to the commitments of the Montréal 2030 Agenda, Montréal will increasingly look to the creativity and innovative capacity of designers, architects, urban planners and engineers.

Our plan of action will be deployed along the following three lines:

- / Awareness-raising and training of stakeholders in transitioning to Design Quality
- / Testing of Design Quality measures and processes
- / Integration of the guiding principles and gradual introduction of new design and architectural quality targets and metrics in each of the city's plans and policies

This global health crisis, with its unprecedented economic, environmental, social and cultural repercussions, is prompting us to collectively question, more than ever before, our lifestyles and living environments. Remote work, education, mobility, habitat, business, tourism, culture, city centres—a profound change is under way, inviting us to show stronger international solidarity in our shared search for solutions.

Co-operation among countries, regions and cities, today greatly simplified by digital communications platforms, now takes on its full significance and usefulness. Over the next four years, Montréal will draw strength from its membership in various global networks of cities, including the UNESCO Creative Cities Network, to speed its recovery, which it has decreed must be green, inclusive and resilient.

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As we approach the 15th anniversary of Montréal's designation as a UNESCO City of Design, this interim evaluation report submitted to UNESCO outlines the main achievements and benefits for Montréal. It covers a little more than four years, from January 2016 to July 2020.

## GENERAL INFORMATION

**CITY** Montréal

**COUNTRY** Canada

**CREATIVE FIELD** Design

**DATE OF DESIGNATION**

May 12, 2006 (public announcement on June 6, 2006)

**DATE OF SUBMISSION OF THIS PERIODIC EVALUATION REPORT**

December 2020

**AUTHORITY RESPONSIBLE FOR PREPARING THE REPORT**

Bureau du design, Ville de Montréal

**PREVIOUS REPORT AND SUBMISSION DATE**

*2012–2015 Report / Montréal UNESCO City of Design*, February 2016

**PRINCIPAL CONTACT (DESIGNATED FOCAL POINT IN CHARGE OF THE DAILY MANAGEMENT OF THE DESIGNATION)**

Marie-Josée Lacroix, Design Commissioner and team leader  
Bureau du design, Ville de Montréal

### LEGEND FOR MOSAICS

**MOSAIC SECTION 3**

Meetings of the UNESCO Creative Cities Network and of the Design sub-network, working group meetings, international conferences and forums (2016–2019+)

**MOSAIC 1 SECTION 4**

Design and architecture competitions (2016–2019+)

**MOSAIC 2 SECTION 4**

Public awareness activities, initiatives promoting Montréal design and designers (2016–2019+)

**MOSAIC SECTION 5**

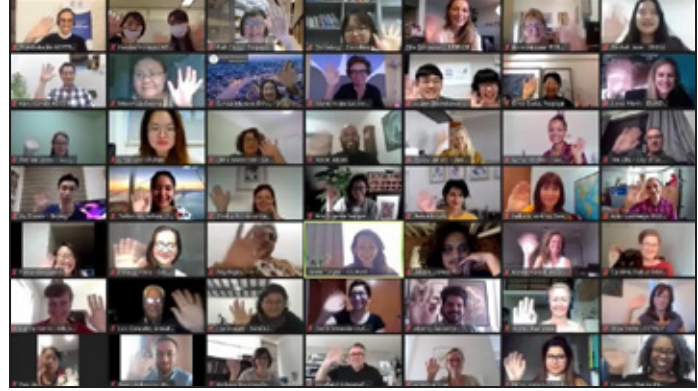
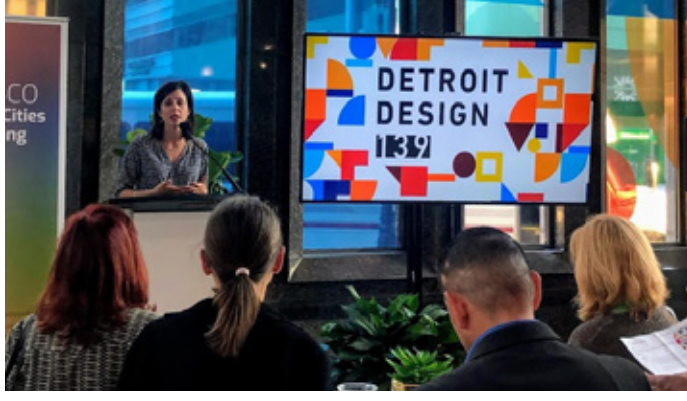
International activities and exchanges (2016–2019+): hosting of delegations, conferences, exhibitions, sharing of best practices, etc.

**MOSAIC SECTION 7**

Various initiatives and urban design laboratories in response to COVID-19

Photo credits: See [Appendix 2](#)







## CONTRIBUTION TO THE UNESCO CREATIVE CITIES NETWORK

Montréal has played a very active role in the activities organized by the UNESCO Creative Cities Network and has continued to provide support in the management of the network.

### PARTICIPATION IN ANNUAL NETWORK MEETINGS

#### ENTIRE NETWORK

Montréal took part in all of the annual meetings of the UNESCO Creative Cities Network between 2016 and 2020:

- 2016 Östersund, UNESCO City of Gastronomy (Sweden)
- 2017 Enghien-les-Bains, UNESCO City of Media Arts (France)
- 2018 Krakow and Katowice, respectively UNESCO Cities of Literature and Music (Poland)
- 2019 Fabriano / Ascoli Piceno, UNESCO City of Crafts and Folk Art (Italy)
- 2020 Online meeting of the UNESCO Cities Platform

The Montréal delegations comprised from two to three representatives, including elected officials and design ecosystem stakeholders.

#### MEETINGS OF THE DESIGN SUB-NETWORK

To facilitate sharing of experiences and implementation of bilateral and multilateral co-operation projects among the **246** member cities of the Network, they are structured into sub-networks according to creative fields. The Cities of Design sub-network, which currently has **40** members, holds twice-yearly statutory meetings.

Since 2016, Montréal has taken part in nine sector-based meetings, including four held in conjunction with the annual general meeting, and five others held as part of large-scale events organized by Cities of Design:

- 2016 Shenzhen (China) invites to Paris (France)
- 2017 Puebla (Mexico), preceded by a complementary program in Mexico City
- 2018 Dundee (Scotland), followed by a complementary program hosted by Kortrijk (Belgium)
- 2019 Detroit (United States), followed by complementary program hosted by Montréal (Canada)
- 2020 Virtual (online) meetings of the Cities of Design (July and October 2020)

Held beginning in 2020, the online meetings have opened up the exchanges to larger numbers of participants from both the Ville de Montréal and ecosystem partners, in turn promoting better understanding and engagement with the network and accelerating certain connections.

Montréal has also been involved in many other international platforms for exchange, including that initiated in 2017 by Ico-D, which every year brings together the promoters of Weeks, Cities, Museums, Festivals and Biennales dedicated to design.



## ORGANIZATION OF MEETINGS, HOSTING OF NETWORK EVENTS

Organization of annual meetings of the UNESCO Creative Cities Network began in 2012.

Since that time, Montréal has been the instigator of the **first meeting of the North American Creative Cities in March 2019** and has regularly been invited to events in, and hosted delegations from, other UNESCO Cities of Design. These occasions included the **World Design Summit** in October 2017, attended by several delegates from Puebla, Graz, Shenzhen, Nagoya and Beijing. Also, in connection with the Detroit annual meeting in September 2019, the cities of Helsinki, Geelong, Kaunas and Dundee took advantage of the complementary program offered by Montréal. More recently, in February 2020, just prior to the worldwide shutdowns caused by the pandemic, the co-ordinators of the Design sub-network gathered in Montréal for a planning meeting. These occasions have systematically enabled establishment of inspiring dialogue between invited delegates, the Montréal design community, and teams with the Ville de Montréal. et les équipes de la Ville de Montréal.

### FIRST MEETING OF THE NORTH AMERICAN CREATIVE CITIES

In March 2019, jointly with the Canadian Commission for UNESCO, Montréal initiated the first regional meeting of the North American Creative Cities in conjunction with the South by Southwest (SXSW) Conference and Festival in Austin, Texas, United States. This activity leveraged the strong attendance by Mexican, U.S. and Canadian creative and cultural companies at SXSW to promote networking among them as well as to establish initial ties between delegates from the various North American Creative Cities, nearly two-thirds of which were newly admitted members of the Network.

### WORLD DESIGN SUMMIT

From October 16 to 25, 2017, Montréal hosted the World Design Summit, attended by some 50 international organizations, professional spokespersons for the various design, architecture and planning disciplines, as well as several other governmental and non-governmental organizations involved in design, including UNESCO, which was represented by Jyoti Hosagrahar, then Director, Division of Creativity, Culture Section.



At the conclusion of this historic multidisciplinary gathering, the organizations adopted and signed the Montréal Design Declaration (PDF), asserting with one voice the fundamental contributions of design in creating and shaping the world, now and in the future, and their collective engagement to achieving the UN 2030 Sustainable Development Goals as well as those of the New Urban Agenda, the Paris Climate Accord and the UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions.



**SUPPORT FOR NETWORK COMMUNICATIONS AND VISIBILITY**

Since receiving the designation in 2006, Montréal has actively promoted its status as a UNESCO City of Design and systematically highlighted the many activities and benefits stemming from its membership in the UNESCO Creative Cities Network.

In the fall of 2016, marking the 10th anniversary of its joining the Network, the Ville de Montréal hosted the event Perspectives Design Montréal 2017 on the iconic observation deck of Place Ville Marie, inviting all partners in the design and architecture community to give a summary of achievements after 10 years, celebrate the renewal of Montréal’s UNESCO City of Design status, announce its programming for 2017, and launch the special edition of the CODE Souvenir Montréal Catalogue celebrating the 375th anniversary of the city’s founding.



Perspectives Design Montréal 2017 event  
Photo credits: Albert Zablit

**COMMUNICATIONS PLATFORMS AND SCOPE**

In this era when communications platforms are multiplying, becoming more specialized and democratized, the Bureau du design places great emphasis on its communications tools, which are key to the success of its design-promotion initiatives, participation by Montréal designers in the calls for projects issued in Montréal and within the Network and, more globally, the Bureau’s local and international reach and reputation. Content produced for these platforms serves to supply the [en.unesco.org/creative-cities](http://en.unesco.org/creative-cities) portal as well as [designcities.net](http://designcities.net), the website of the sub-network, to which Montréal makes a yearly financial contribution.

- / average **100,000+** visits/year to the [designmontreal.com](http://designmontreal.com) site since 2016
- / **2,629** newsletter subscribers
- / Facebook page with **20,792+** followers (doubled in four years)
- / 1 Twitter account with **10,800+** followers
- / 1 Instagram account with **3,745+** followers
- / 1 directory listing **349** Montréal design and architecture agencies (doubled in four years)



## STEERING GROUP AND WORKING GROUP

The UNESCO Cities of Design sub-network holds statutory meetings twice a year. Formatted as true working sessions, these sector-based meetings of experts in a particular field are opportunities to take stock of current and future co-operative projects (bi- and multilateral) and to debate various shared challenges.

To facilitate ongoing dialogue and promote the implementation of common projects, the UNESCO Cities of Design agreed at the 2016 Annual Meeting of the Creative Cities Network in Krakow to form working groups dedicated to four subject areas: Business Development, **Public Policy**, Education and Communication.

### WORKING GROUP ON PUBLIC POLICIES TO SUPPORT DESIGN

Initiated by Montréal and Dundee, this group compiles best international practices for 1) design and architecture policies and 2) governance structures for implementing such policies within cities. A group research project, led by Cardiff Metropolitan University, is being developed to map the design ecosystems of the UNESCO Cities of Design, gather new data on a shared framework of indicators, and map out targeted plans of action for each partner city.

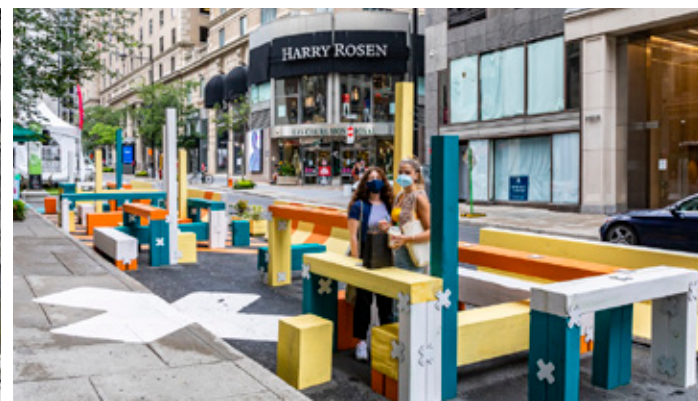
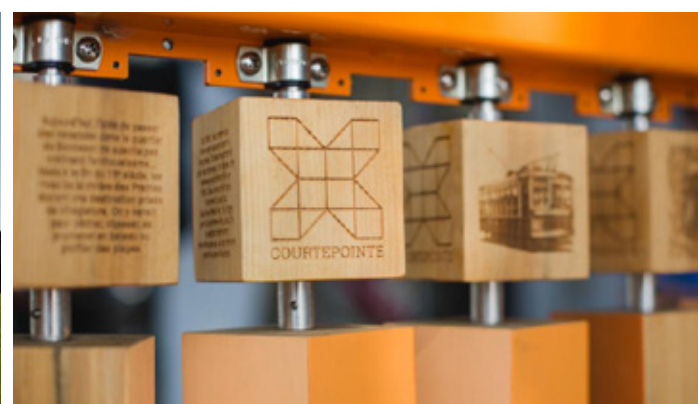
## PARTICIPATION IN EVALUATION OF CANDIDATE CITIES

Montréal is continuing active collaborations with UNESCO to develop the Creative Cities Network with a view to expanding it and ensuring its sustainability and relevance.

To that end, Montréal:

- / Evaluated **12** application packages from candidate cities for the Design sub-network in 2017
- / Evaluated the activity reports from cities that reported in French
- / Advised **6** cities that were considering filing applications: Geelong (Australia), Santiago (Chile), Angoulême and Marseille (France), Fez (Morocco), and Launceston (Australia)







## MAIN LOCAL INITIATIVES CONDUCTED TOWARD ACHIEVEMENT OF NETWORK GOALS

Building on its track record over its first decade as a UNESCO City of Design and renewal of its status in 2016, the Ville de Montréal has, over the past four years, refined its action pursuant to the objectives of the UNESCO Creative Cities Network as they relate to implementation of the United Nations 2030 Agenda for Sustainable Development.

It has done so steadfastly while pursuing one objective: that of harnessing design talent for the benefit of sustainable economic and urban development and a quality living environment for all, throughout the city. The time had come for the Ville de Montréal to accelerate the strategic mainstreaming of design into all of its practices.

Three major projects were begun and completed during this period of consolidation:

- / A new sector-based action plan for design, *Create Montréal 2018-2020* (PDF), was launched in May 2018
- / An initial *Montréal 2030 Agenda for Quality and Exemplarity in Design and Architecture* (PDF) was adopted by Municipal Council in December 2019
- / The first statistical portrait (sociodemographic and socioeconomic) of Montréal's design ecosystem was produced in September 2020





## CREATE MONTRÉAL DESIGN ACTION PLAN (2018-2020)

Adopted in May 2018, the *Create Montréal 2018-2020* design action plan is one of eight such plans developed as part of the city's 2018-2022 Economic Development Strategy *Montréal Geared up for Tomorrow*. It outlines an investment of **\$3.8 million** over three years and comprises **5** areas of action broken down into **15** strategies and **47** actions.

### AREA 1

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

- / Development and implementation of the *Montréal 2030 Agenda for Quality and Exemplarity in Design and Architecture*

### AREA 2

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

- / Opening up of municipal commissions in design and architecture
- / 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 Network

### AREA 3

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

- / 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 in design and architecture

### AREA 4

#### **Raise internal and external audiences' awareness of design and architecture**

- / 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

### AREA 5

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

- / 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





## MONTREAL 2030 AGENDA FOR QUALITY AND EXEMPLARITY IN DESIGN AND ARCHITECTURE

A key commitment of the Create Montréal action plan was a landmark measure to develop and implement the [Montréal 2030 Agenda for Quality and Exemplarity in Design and Architecture \(PDF\)](#).

This guidance and mobilization document, unquestionably among the most significant legacies of Montréal's municipal administration since the granting of UNESCO City of Design status, was adopted on December 16, 2019, by the relevant political bodies (see PDF, [Resolution No. CM19 1386](#), in French) following an extensive two-year process of consultation and consensus-building both within city entities and with all other stakeholders.

### WHAT IS THE AGENDA

#### A stance

Mindful of the close link between the quality of living environments and the green transition, and in answer to the global call to action, the Ville de Montréal has adopted its own agenda: a stance in favour of high-quality, responsible and sustainable urban development benefiting current and future generations.

#### A common language

The term agenda was chosen to differentiate this initiative from the existing policies that it seeks to nurture, and to enable greater flexibility of form and content. The UN Agenda 21 for the Environment (1992), Québec's Agenda 21 for Culture (2012) and the UN 2030 Agenda for Sustainable Development (2015) all served as inspiration, for their mobilizing potential as well as for the sustainability principles enshrined in them. The Agenda is the basis for a shared understanding of what is meant by quality, exemplarity and sustainability in design and architecture.

**QUALITY AND EXEMPLARITY IN DESIGN AND ARCHITECTURE:  
FOR A MONTREAL THAT IS ECOLOGICALLY SUSTAINABLE,  
ECONOMICALLY VIABLE, SOCIALLY EQUITABLE, AND  
CULTURALLY DIVERSIFIED.**

#### An aspiration

Our ambition for Montréal is built on the sustainable development principles of the 2015 [Eeum Design Declaration](#), adopted in Gwangju, South Korea, by seven major international organizations representing professional designers, architects and landscape architects. It translates into the following aspiration:

#### A process

In planning and designing a city through sustainable actions, the primary goal must be to ensure the quality of the objects, buildings and urban spaces that compose it and that contribute to the comfort and well-being of its residents. It is a matter of social responsibility toward current citizens and future generations. There is an urgent need for action, but that cannot be an excuse to forgo that quality.

In espousing a long-term vision whereby sustainability and quality are linked, the Montréal Agenda for Quality and Exemplarity in Design and Architecture is meant to be a tool for successfully navigating the green and social transition and making designers and architects partners in implementing the *Montréal 2030* strategic vision.

### A set of concrete commitments

The Agenda is tangible according to its three areas of action:

- / AREA 1 – Integration of the guiding principles and gradual introduction of new design and architectural quality targets and metrics in each of the city’s plans and policies
- / AREA 2 – Testing of new measures and processes targeting Design Quality from the moment of the vision statement and in planning of city projects as well as land-use planning for areas under [re]development (eco-districts, economic development hubs, experimentation sectors, innovation labs)
- / AREA 3 – Awareness-raising and training of stakeholders in the shift to Design Quality processes

It will be operational in 2020 via:

- / A mandate awarded to the Bureau du design to co-ordinate implementation of the Agenda
- / Creation of an integrators or “Design Champions” group (see Area 1)
- / Transformation of the *Create Montréal 2018–2020* sector-based action plan into a cross-cutting plan for implementation of the Agenda between 2020 and 2030
- / Determination, as part of the *Plan de gestion prévisionnelle des ressources humaines* (GPRH, or human resources forecasting plan), of needs in specialized areas of expertise to be dedicated to integrating Design Quality processes within each city department and borough with contracting authority in design and architecture

The Montréal 2030 Agenda will be measured over a ten-year horizon via:

- / Maintenance of Montréal’s status as a UNESCO City of Design (assessments every four years: 2020, 2024, 2028)
- / Public appreciation of the quality of objects, buildings and urban spaces in the city
- / Its ripple effect on other cities and government players

See also [Section 6 / Action Plan for the Medium Term](#)



Adoption of the Montréal 2030 Agenda for Quality and Exemplarity in Design and Architecture  
Photo credits: Mathieu Rivard



## DESIGN MONTRÉAL CENSUS 2019-2020

Another major project of the past few years has been a wide-ranging operation, begun in January 2019, to establish precise statistical portraits (sociodemographic and socioeconomic) of 1) the design and architecture professionals on the Island of Montréal, and 2) the firms and organizations established there that employ those professionals.

More than 2,500 people participated in Design Montréal Census 2019-2020, which used online surveys, the Réalisons Mtl platform, and focus groups. The resulting study report constitutes the first true portrait of supply and demand across all design and architecture professions in Montréal. The census compensates for a notorious lack of data on this creative industry and will improve monitoring of changes in the years to come. The report reveals that Montréal is a fertile environment for the prosperity of design professionals who decide to work or settle there.

The Ville de Montréal has a role to play in maintaining the wealth that these talents represent and in fostering the growth of the professionals and firms that have chosen to settle and work in Montréal. The recommendations stemming from this survey offer multiple avenues for consideration and action in the years to come.

### **Supply: 19,255 professionals**

There were some 19,255 professionals and technicians across all design and architecture disciplines living on the Island of Montréal in 2016, which amounted to 34% of that workforce in the province of Québec. Graphic designers, illustrators and graphic design technicians made up the largest segment: 46% of the design and architecture professionals and technicians in the Montréal agglomeration.

*Source: Statistics Canada, 2016 Canadian Census, compilation by MCE Conseils.*

### **Supply: 6,609 jobs**

This is the number of jobs held by design and architecture professionals in Montréal; there were 3,526 jobs in establishments providing architecture services.

*Source: Statistics Canada, 2018, Business Register, Montréal agglomeration, N=768 firms*

### **Average salary: \$44,404**

This is the average annual income of design and architecture professionals in the Census Metropolitan Area (CMA)<sup>1</sup>. On the Island of Montréal, the peak distribution is between \$45,000 and \$60,000<sup>2</sup>.

*Sources: 1. Statistics Canada, 2016 Canadian Census, 2. 2019-20 Design Montréal Census, compilation by MCE Conseils. Data per discipline are also available.*

### **Demand: 3,283 companies**

This is the number of companies established in Montréal that are highly likely to include design and architecture professionals in their ranks; 768 definitely do, as they are direct providers of design or architectural services. A total of 26,172 other companies operate in industry segments where one or more design and architecture professionals may be involved. The presence of these professionals can depend on multiple factors, such as the company's business model and size, its strategy with respect to subcontracting, the market it serves, etc.).

*Sources: Québec Enterprise Register and Statistics Canada Business Register, data for the Montréal agglomeration, compilation by MCE Conseils.*







## OTHER INITIATIVES CARRIED OUT AT THE LOCAL LEVEL

Along with these large-scale substantive initiatives, the following local actions have continued:

- / Ongoing support and guidance for municipal commission via supervision of design and architecture competitions and panels, a practice that still requires case-by-case ministerial waivers
- / An applied research project in design (wayfinding, products, services) to improve the functional and visual quality of **urban worksites** and mitigate their impacts
- / **Initiatives to promote made-in-Montréal design**
- / **COVIDesign emergency measures** (see Section 7) for adaptation of public spaces (streets, parks, squares), municipal buildings and retail spaces to public health directives, so as to guarantee essential services and support economic recovery

See Figure 2 / Competitions, calls for creative proposals and panels



### PLACE DES MONTRÉALAISES (2018)

#### International multidisciplinary landscape architecture competition

This repurposing project aims to define an attractive, high-quality urban frame that repairs the cut made to the area by the construction of the Ville-Marie Expressway trench in the 1970s. The Ville de Montréal aims to restore ties between the historic city and its former faubourgs (immediate suburbs), enhance the high-quality network of public spaces extending from Square Victoria to Square Viger, and develop a space for commemoration of the role of women in the history of Montréal. The winners of the competition were Lemay + Angela Silver + SNC-Lavalin of Montréal, Canada, and the project is currently under way.





## CREATING A BIODIVERSITY CORRIDOR IN SAINT-LAURENT (2018)

### Multidisciplinary landscape architecture competition

With an industrial park covering about 70 percent of its territory, the borough of Saint-Laurent has some of the largest heat islands in the Montréal region. The borough therefore wishes to create corridors to connect natural environments and other green spaces fragmented by development and also to provide pathways for citizens. The project that is the subject of the competition consists in designing a master development plan as well as setting out the vision and orientation guidelines for the development and enhancement on a portion of borough territory.

The winners of the [competition](#) were [Table Architecture](#) + [LAND Italia](#) + [civiliti](#) + [Biodiversité Conseil](#); the completed master plan (in French) may be viewed [here](#).



## TOOLBOX FOR MITIGATION OF WORKSITE IMPACTS (2015–2019)

Committed to improving citizens' living environment and maintaining the attractiveness and economic health of arteries and districts affected by major work, the Ville de Montréal has devised a generic toolkit for spatial design of its municipal worksites. With this applied-research project in design (products, graphic design and services) now complete, the system comprises several tools that better **inform** citizens about work in progress and overall projects, better **delimit** work zones, and better **direct** users by providing easier access to various services (e.g., parking, retail businesses).

The [Competition to Design Worksite Information Modules](#) was won by [PARA-SOL](#) with [Paprika](#) + [Geniex](#). The project has been completed and all components of the toolkit have been incorporated into the standard tendering documents sent to contractors.



## INITIATIVES TO PROMOTE MADE-IN-MONTRÉAL DESIGN

See [Figure 1](#) / Promotion and outreach

### PROMOTIONAL CAMPAIGN: MONTRÉAL IS A CITY OF DESIGNERS

In the fall of 2017, on the occasion of the 375th anniversary of Montréal and the 50th anniversary of the Expo 67 world's fair (which had been a bona fide launching pad for the emergence of many design talents) and in the wake of the renewal of Montréal's UNESCO City of Design status, the Bureau du design shone the spotlight on 10 emerging designers, listed in its [Directory of Montréal Designers](#), who proudly embody the city's creative fibre.

This campaign, [Montréal is a City of Designers: Meet the Next Generation of Design](#), included individual portraits of 10 ambassadors from all fields of architecture and design who have been in business for less than a decade but have already garnered numerous professional awards (see this [video link](#)). This extensive multiplatform communications campaign ran from September 18 to November 26, 2017, and generated more than **1 million** impressions/views on Facebook and Twitter along with some **700,000** impressions/views in traditional mainstream media. Traffic to the [designmontreal.com](#) site that month, meanwhile, was up by nearly 44%, which in turn benefited the reputation of the city's entire design and architecture community.

### CODE SOUVENIR MONTRÉAL<sup>1</sup>

The CODE SOUVENIR MONTRÉAL catalogue aims to promote Montréal creativity to public - and private - sector institutional buyers as well as the general public through a selection of gift items evocative of the city. The catalogue, which was launched in 2010 and has grown with each new edition, is a tool making it easier for buyers who are looking for products emblematic of Montréal, UNESCO City of Design, to give as corporate gifts, promotional items and souvenirs.

As of 2019, designers selected for the CODE SOUVENIR catalogue have received training from the École des entrepreneurs, to aid in achieving their growth objectives.

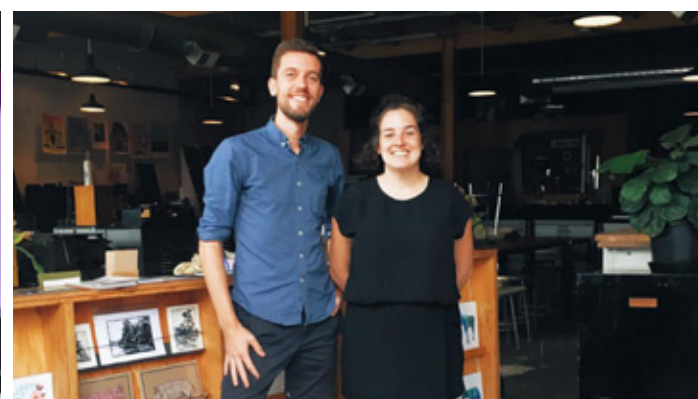
Since 2016, Montréal has:

- / Published **2** more editions of the catalogue, bringing the total to **5** issued since 2011
- / Featured an average of **200+** souvenir gift items by **60+** designer-producers
- / Opened **6** licenced shop spaces
- / Organized participation by designers in **12** salons and trade fairs
- / Sold **33,500+** souvenir gift items
- / Generated **\$786,800+** in overall sales
- / Exported the concept to **2** UNESCO Cities of Design (Geelong and Dundee)

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1. "CODE" is an acronym for City Of Design and represents a city's unique nature. It is an original concept of Raban Riddigkeit of the Berlin agency ®riddigkeit corporate ideas.







## KEY INITIATIVES CARRIED OUT THROUGH INTER-CITY CO-OPERATION TOWARD ACHIEVEMENT OF NETWORK GOALS

See [Figure 3](#) / International networking

The past four years have seen rapid growth of the Creative Cities Network and a marked increase in opportunities for international co-operation.

From competitions to awards, exhibitions, lectures, forums and research projects, calls for participation sent out to the designer community have grown. Montréal has continually forwarded these calls via its various platforms, reflecting its commitment to maximizing benefits to members of its design ecosystem. A [new section](#) of the [designmontreal.com](#) website has even been created to amplify distribution of international calls for participation offered via the Network.

There has also been a profusion of invitations to share the expertise of the Montréal municipal administration through various means such as forums, colloquiums and symposiums. The city has also welcomed many delegations from cities wishing to understand, in situ, Montréal's approach founded on creativity as an engine for sustainable urban development. Here again, Montréal has stepped up, both in looking for inspiration and in providing it, firmly believing that the very value of its membership in the UNESCO Creative Cities Network rests on the richness of these exchanges and their potential for imparting healthy, socially just growth in cities.

### INTERNATIONAL OUTREACH BY THE NUMBERS

Since 2016, Montréal has invested an average of **\$100,000** a year in activating and leading the UNESCO Creative Cities Network. These amounts go to co-operation and networking initiatives that promote the reach and reputation of Montréal designers and share the city's best practices internationally.

### PROMOTING GREATER INTERNATIONAL REACH OF MONTRÉAL DESIGNERS WITHIN THE UNESCO CREATIVE CITIES NETWORK

In the past four years alone, the Ville de Montréal has:

- / Shared **75+** international calls for participation with the Montréal design community, leading to **18** competition wins or shortlistings, guest speaker invitations and other participation by Montréal firms and individuals
- / Taken part in **24+** International forums, colloquiums and conferences, for a total of **54+** since City of Design status was awarded
- / Been part of **12** international exhibitions promoting **90+** Montréal firms
- / Supported **2** pilot projects for group exhibitions benefiting **33** Montréal firms:
  - *In Toto X Montréal* a Milano, in conjunction with Milan Design Week
  - *World Wild Things* as part of Design Month Graz
- / Led or supported **32** missions abroad involving **55+** Montréal delegates
- / Awarded **1** [Phyllis Lambert grant](#) worth **\$10,000** to emerging duo [Rainville Sangaré](#), industrial designers, to complete a professional development project in Helsinki, UNESCO City of Design

## GENERAL PRINCIPLES FOR ENDORSING AND DISSEMINATING CALLS, COMPETITIONS AND AWARDS

Given the duty of UNESCO Cities of Design, among others, to act in an exemplary manner, Montréal proposed a charter of general principles for endorsing and disseminating calls, competitions and awards within the Network. These ethical principles framing transparency, equity, recognition and clear deliverables were unanimously adopted at the June 2018 meeting of the Design sub-network in Dundee, and full compliance with them is now a prerequisite for dissemination of calls for participation within the Network.

## SHARING OF BEST PRACTICES INTERNATIONALLY

Ville de Montréal expertise has also been frequently sought and shared, including with:

- / All of the UNESCO Cities of Design (2018) for establishment of the general principles for endorsing and disseminating international calls for participation
- / Detroit (2018) and Kortrijk (2020) to set up local versions of the Commerce Design Awards
- / Dundee (2019) and Geelong (2020) to adapt the CODE SOUVENIR concept
- / Torino (2018), as part of the Torino Towards an Accessible City forum, to consult on its municipal policy on universal design

This knowledge-sharing has also been promoted through:

- / Organization of **4** international colloquiums/conferences
- / Hosting of **16** delegations from abroad comprising **70+** participants from Network members
- / Fielding of **20+** requests for inter-cluster collaborations (e.g., calls for projects, requests for information, partnerships, exchanges), which were referred to local partners

Likewise, in the past few years several sources have directly inspired Montréal's thinking as well as the process of developing its initial Agenda for Quality and Exemplarity in Design and Architecture, among others:

- / International best practices for design and architecture policies (see Montréal 2030 Agenda, PDF, p. 63)
- / The design support programs put forward by the cities of Kortrijk, Detroit, Dundee, Geelong, Helsinki and Saint-Étienne, for which presentations were given to Ville de Montréal employees
- / The design and architecture quality framing processes established by Belgian, Swiss and French public authorities, as presented during the symposium/workshop Les temps de la qualité (2018)
- / The innovative calls for urban projects developed by C40 Reinventing Cities
- / The innovative design-centred practices for social housing by Saint-Étienne métropole (2019-2020)



## ACTION PLAN FOR THE MEDIUM TERM (NEXT FOUR YEARS)

The [Montréal 2030 Agenda](#) (PDF), adopted in December 2019 (see [Section 4](#)), proposes a cross-cutting vision that incites all city departments, the boroughs and paramunicipal organizations to transform their processes and immediately implement the strategies necessary for achieving the goal of quality and exemplarity in design, architecture and spatial planning everywhere in Montréal.

As the co-ordinating authority for the process within the municipal administration, the Bureau du design had been tasked with transforming, beginning in 2020, its Create Montréal 2018–2020 sector-based action plan into a cross-cutting plan for implementation between 2020 and 2030 of the Agenda, built around three areas of action.

- / AREA 1 – **Integration** of the guiding principles and gradual introduction of new design and architectural quality targets and metrics in each of the city’s plans and policies
- / AREA 2 – **Testing** of new measures and processes targeting Design Quality from the moment of the vision statement and in planning of city projects and well as land-use planning for areas under [re]development
- / AREA 3 – **Awareness-raising** and training of stakeholders in the shift to Design Quality processes

The spread of the COVID-19 pandemic in early 2020, however, demanded an adjustment of priorities and an immediate shift to action on the ground. Since then, the focus has been on rollout of emergency measures for adaptation—with input from designers—of public spaces (streets, parks, squares), municipal buildings and retail spaces to public health directives, so as to guarantee safe delivery of essential services.

In the coming years, to address the many transformational challenges posed by the climate emergency as well as public health issues, Montréal will increasingly look to the creativity and innovative capacity of designers, architects, urban planners and engineers.

This global health crisis, with its unprecedented economic, environmental, social and cultural repercussions, is prompting us to collectively question, more than ever before, our lifestyles and living environments. Remote work, education, mobility, habitat, business, tourism, culture, city centres—a profound change is under way, inviting us to show stronger international solidarity in our shared search for solutions.

Co-operation among countries, regions and cities, today greatly simplified by digital communications platforms, now takes on its full significance and usefulness. Over the next four years, Montréal will draw strength from its membership in various global networks of cities, including the UNESCO Creative Cities Network, to speed its recovery, which it has decreed must be green, inclusive and resilient.



## MAIN LOCAL INITIATIVES

### AWARENESS-RAISING AND TRAINING OF STAKEHOLDERS ON TRANSITIONING TO DESIGN QUALITY

The key to instilling a culture of design is greater and more sustained awareness on the part of the public, stakeholders and decision-makers of the importance and benefits of quality design and architecture. The Bureau du design will issue a call for projects for production of training/awareness/education tools and programs designed to awaken that appreciation among various contracting authorities.

*High-quality Baukultur (building culture) calls for efforts in the field of education and awareness-raising, with a view to enabling better judgments [ . . . ]. All those involved, public and private sector alike, bear responsibility for the quality of our built environment, which will be passed on as a legacy to future generations*

[Davos Declaration, Towards a High-Quality Baukultur for Europe, 2018 \(PDF\)](#)

#### Objective

Intensify a culture of quality in Montréal so that sustainability and exemplarity in design as well as architecture emerges as a concern shared by all, including citizens to elected officials alike

#### Players involved

All organizations with expertise in training/education and credibility in the eyes of the groups targeted for awareness raising (e.g., property developers, housing co-operatives, retailer associations, school boards)

#### Beneficiaries

Montrealers

#### Expected outcomes

Stricter requirements for quality living environments on the part of certain target groups, better public support and guidance for development projects and, in turn, higher-quality construction and development

### TESTING OF DESIGN QUALITY MEASURES AND PROCESSES

The Montréal 2030 Agenda impels us to test measures and processes targeting Design Quality from the moment of the vision statement and in planning of city projects. Montréal will leverage its territories under [re]development to convert them to innovation hubs. A call for innovative municipal projects will be issued in 2021 to select laboratory sites.

#### Objectives

Foster research and development of innovative design and architecture solutions to impart territorial resilience, through experimental projects at the scale of neighbourhoods, streets, squares and parks, public buildings as well as community and urban street furniture

#### Players involved

City's central departments and boroughs, research communities, design and architecture professionals

#### Beneficiaries

Montrealers; priority given to populations and businesses undermined by the context and impacts of the pandemic

#### Expected outcomes

Support for approximately 10 projects a year at various scales, with lessons learned becoming guidelines feeding into subsequent projects



## **INCORPORATION OF DESIGN QUALITY AND EXEMPLARITY PRINCIPLES INTO ALL MUNICIPAL PLANS, POLICIES AND DIRECTIVES**

Adoption of the Montréal 2030 Agenda is the first signpost on the way to cross-cutting, coherent integration of guiding principles for the design and architectural quality to which the city aspires over its entire territory—in all departments, offices, boroughs and paramunicipal organizations of the Ville de Montréal.

It now demands a review of processes and practices having an impact on every one of the city's areas of action: procurement, legal affairs, human resources, culture, communications, finance, organizational performance, etc.

### **Objectives**

Ensure integration of the guiding principles and introduction of new design and architectural quality targets and metrics in each of the city's plans and policies and their alignment with the *Montréal 2030* strategic vision

### **Players involved**

Senior executive and managers of various units (departments and territories)

### **Beneficiaries**

Montrealers

### **Expected outcomes**

Design, preservation and enhancement of a quality built environment and urban landscape in Montréal, in a demanding context of green and social transition, through transformation of the processes, practices and modes of governance of municipal projects

Some examples

- / Instituting a quality management tool or “Quality Test”:
  - a) in the approval process for municipal projects (governance framework)
  - b) in the city's goods and services procurement process
- / Requiring the use of the toolbox for municipal worksite planning in the Montréal worksite commitments charter
- / Integrating the Design Quality criteria (resilience, adaptability) as conditions for funding in the *PRAM-Commerce* commercial business accessibility assistance program
- / Instituting a cross-cutting investment measure: 1% of the budget for development or renovation for any new construction funded by the Ville de Montréal must be earmarked for research, development and application of innovative design and architecture solutions targeting green, resilient infrastructures





## KEY INTERNATIONAL INITIATIVES

### EXPERTISE TRANSFER AND SHARING OF PRACTICES

With a history of experimentation extending over more than 30 years, Montréal is among the most experienced of the pioneer cities of the Network when it comes to design-driven development strategies and positioning.

The design promotion programs it has developed over the years, such as [Commerce Design Montréal](#) and [CODE SOUVENIR Montréal](#), have already been adapted by several cities around the world. Likewise, the city's expertise in competitions and other processes for awarding and supervision of design commissions is regularly sought by various public, municipal and ministerial contracting authorities mindful of inspiring high-quality legacies for the future. Lastly, the collaborative process engaged in over the past two years to develop the initial [Montréal 2030 Agenda](#) (PDF) is attracting interest from many cities that want to adopt their own similar design policy.

Montréal will be continuing to provide support and guidance and sharing this expertise with all Network member cities that request it. This international-level commitment represents a considerable investment for the Bureau du design, and emerges as one of the key measures of this action plan.

#### **Objectifs**

Facilitate the introduction and replication by other Network cities of Montréal-proven initiatives, strategies and processes

#### **Players involved**

Varied

#### **Beneficiaries**

UNESCO Creative Cities and their ecosystems

#### **Expected outcomes**

Lower research and development costs for cities receiving support and guidance, faster implementation of projects and improved chances of success

### PROPOSAL TO MAP THE DESIGN ECOSYSTEMS OF THE UNESCO CITIES OF DESIGN

[Group research project to map the design ecosystems of the UNESCO Cities of Design, 2021-2022](#) (PDF)

#### **Objectives**

Collect new data on a common framework of indicators, document best practices (case studies) and develop targeted design action plans for each partner city

#### **Players involved**

Cardiff Metropolitan University (UK), participating UNESCO Cities of Design and stakeholders in their respective ecosystems (minimum target: eight cities)

#### **Beneficiaries**

Participating cities and, more globally, all other Network cities that could draw inspiration from this mapping exercise and the resulting data

#### **Expected outcomes**

Updates to the Ville de Montréal design action plan currently in effect, suggested key performance indicators for the Montréal design ecosystem, advice on implementation of new actions, documentation and sharing of Montréal best practices as case studies



## **ORGANIZATION OF A MEETING OF THE NORTH AMERICAN CREATIVE CITIES**

Organization of a second inter-cluster regional meeting of the North American Creative Cities.

Proposed topic areas:

- / AREA 1: Impacts of COVID-19 on our creative industries: Taking stock of the situation in North America
- / AREA 2: After COVID: Creative industries' contribution to cities' recovery

### **Objectives**

Enrich the collection of data on the situation of the creative and cultural industries in North America, draw inspiration from the strategies rolled out by the various cities, and stimulate exchanges within the Network

### **Players involved**

National Commissions for UNESCO (Canada, Mexico and U.S.A.), coordinators and experts from the Creative Cities in the three countries

### **Beneficiaries**

All North American Creative Cities

### **Expected outcomes**

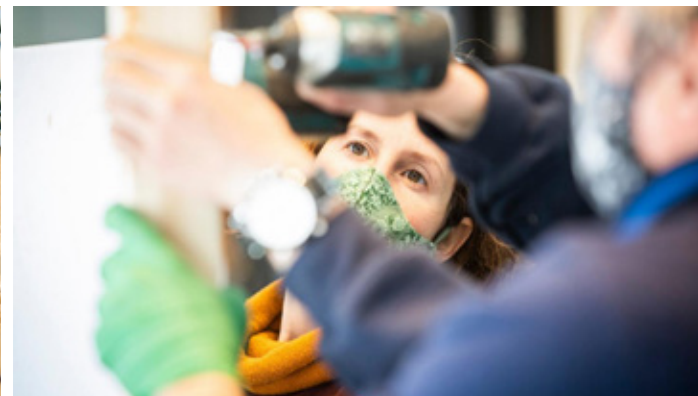
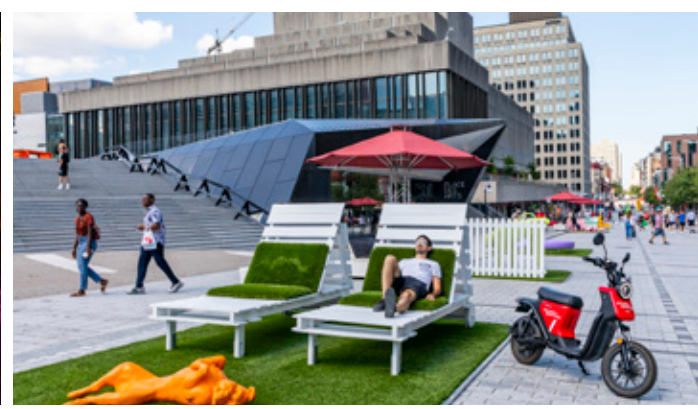
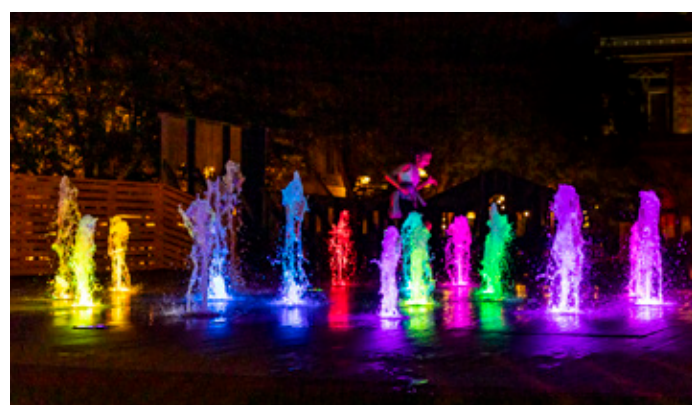
Clear portrait of the situation in North America, emergence of inter-city, inter-cluster, bilateral and multilateral co-operative initiatives

## **COMMUNICATIONS AND AWARENESS PLAN**

See [Section 3](#) / Communications platforms and scope

Now well equipped with a variety of communications platforms, Montréal will publicize each of the initiatives stated in its action plan with the various audiences, both local and international, among whom it intends to raise awareness and impart information.







## INITIATIVES IN RESPONSE TO COVID-19

On February 27, 2020, the first case of COVID-19 in Québec was detected. Infections quickly multiplied in the Montréal region, which became the epicentre of the disease in Canada. The Québec government declared a health emergency on March 13, resulting in the closing of many public places, including schools, and a ban on gatherings of more than two people. Remote work was adopted for all sectors and types of employment in which it was possible. The lockdown had begun.

Montréal / landscape under lockdown, a research project conducted by the UNESCO Chair in Urban Landscape (known by its French acronym, CUPUM) in response to a call issued by the International Coalition of Inclusive and Sustainable Cities network (ICCAR / SHS-UNESCO), explored experiences in the city and Montréal's urban landscape during the stay-at-home phase. Drawing on a media watch and news releases issued by the Ville de Montréal, the ensuing research report offered reflections on the impact of COVID-19 on public spaces in Montréal (streets, parks, commercial thoroughfares, sidewalks, cycle paths, the subway, etc.) where lockdown issues crystallized.

Along with most jurisdictions in the world, Québec introduced exceptional public health policies and recommended a set of anti-propagation behaviours to be followed by the entire population. Physical distancing measures were introduced, and several other health measures were added during March and April. These measures were relaxed, and some withdrawn, beginning in May. On May 25, non-essential retail locations were again allowed to open.

A second wave of the pandemic occurred beginning in mid-September. On October 1, Montréal entered the "red zone," the top tier of the provincial COVID-19 alert system. This change led to numerous additional restrictions, such as the closing of bars and restaurants (except for delivery and take-out), of certain entertainment and cultural venues such as cinemas and museums, and of gyms, as well as a ban on indoor and outdoor gatherings.

### LOCAL INITIATIVES

In response to the health crisis, the Ville de Montréal implemented a number of emergency measures. City-employed as well as private-practice designers and architects were immediately involved in adaptation of public places (streets, parks, squares), municipal buildings and retail spaces to the public health directives, so as to guarantee safe provision of essential services and prepare for economic recovery.

Measures implemented with input from design professionals included:

- / Design of COVID-19 signage/wayfinding tools to orient users and communicate the health directives in public spaces and in the vicinity of worksites
- / New arrangements for sharing of public spaces to ensure easier and safer mobility and encourage outdoor sales and consumption (health safety corridors, cycle paths, pedestrianization of commercial thoroughfares)
- / Support for retail businesses' adaptation to the health measures
- / Establishment of a pool of multidisciplinary design teams ready to step in
- / Funding for experimental projects (laboratories) to develop transitional urban development projects (summer and winter) and analysis of the projects (observatory)
- / Support for adaptation to the health measures by libraries (design lab on public facilities and services)



Montréal also implemented a number of measures to support creative and cultural industries other than design. As in other parts of the world, they proved to be among those most vulnerable to the impacts of the pandemic; the fallout included the complete shutdown of cultural presentation venues. In response, Montréal offered local creators opportunities to take over public spaces. A call for creative proposals for encounters between creative professionals and the arts and culture community was issued during the summer of 2020, resulting in support for **10** creations that were rolled out in various Montréal neighbourhoods, encouraging people to explore them and thus boost local tourism.

### **INNOVATIVE AND INCLUSIVE CALL FOR QUALIFICATIONS, “RETHINKING PUBLIC SPACES,” AND COVID-19 DESIGN LABORATORIES**

The easing of the lockdown following the first wave of COVID-19 occurred as the summer season approached, with gradual resumption of economic and commercial activities. These events kindled designers’ creative spirit and prompted the Bureau du design to set up a structure to field their ideas so as implement some of them. With enforcement of physical distancing rules inside retail locations having considerably reduced ability to welcome customers inside, sharing of public space emerged as a necessity to favour sales and consumption, spontaneous events, and traffic flow (pedestrians, cyclists, automobiles and public transit).

In response to this urgent need to rethink public spaces, the Bureau du design issued a request for qualifications to create a pool of multidisciplinary teams in design with the capacity, availability, experience and skills to design and build transitional urban development projects in public spaces, in particular on commercial streets.

A total of **74** teams representing **153** Montréal firms submitted applications within less than two weeks, leading to prequalification of **57** teams representing **76** different firms.

With that pool of expertise in place, the Bureau du design offered support and guidance to the 19 Montréal boroughs, and drafted and updated a specifications document including specific guidelines for design of transitional urban development projects in the pandemic context. A random-selection process followed by structured interviews was implemented for each project. This pool of prequalified suppliers has allowed the city to quickly identify and select the resources it needs to carry out these transitional projects and study the results.

Projects for the winter season presented new challenges; the expertise pool was again solicited for design and building of some 20 “winter stations” near commercial streets. These brightly lit, inviting “relay stations” are being set up in squares, parks, parking lots and vacant spaces in time for the Holiday season to enliven and enhance the experience of waiting or actively moving to and among retail locations.

Besides conferring greater agility for the city in awarding contracts, this initiative has allowed for discovery of talents and prompted the boroughs to more readily seek the expertise of designers, with which some remain unfamiliar. As of this writing (November 2020) and since June 2020, **40** teams from the pool have received professional services contracts with a total value in excess of **\$1,080,000**. This practice has now been incorporated into the Design Quality service offering and processes put forward by the Bureau du design.

## COVID EMERGENCY AND COVIDESIGN

Since the onset of the pandemic, the Ville de Montréal has been collaborating with Architects Without Borders Québec / Architecture sans frontières Québec to assist Montréal retail businesses, first by supporting this humanitarian organization's mission and secondly by entrusting it with co-ordination of an applied research project in retail design. Results of this collaboration include the following:

- / Since the pandemic began, more than **160** retailers and organizations have benefited from advice and technical support in adapting their premises to the public health regulations. Around **45** designers and architects performed health audits of retail spaces and supported merchants in adapting their spaces to the regulations, allowing them to continue operations while maintaining complete safety for both employees and customers ([video](#)).
- / A [guide to health-restrictions adaptation and temporary outfitting](#) and a webinar for small-business owners were produced and distributed free of charge.
- / A [call for ideas](#) was launched and a panel of experts formed. Comprising practitioners and researchers in the fields of design, architecture, ergonomics, universally accessible design, marketing, merchandising and sociology, retail and food services, communications and technology, the panel is working to rethink retail design using resilient business models in response to the pandemic. Various spatial planning models are being studied for contexts including food production and services as well as retail sales. The guidelines resulting from this research will eventually be incorporated into the municipal subsidy programs for commercial construction and renovation and will also help guide business owners as well as designers in the application of innovative, high-performance solutions for retail space design post-COVID.

## INTER-CITY / NETWORK INITIATIVES

### CASE STUDIES IN RESPONSE TO THE CRISIS - INVESTIGATION WITHIN THE UNESCO CITIES OF DESIGN SUB-NETWORK

The need for sharing within the Network has become stronger than ever since the emergence of COVID-19, which has affected all cities in succession and caused the same social and economic disruptions. The shared experience of this health crisis and global lockdown is a unifying one, providing an unprecedented opportunity to learn and experiment together.

This context warranted the establishment of a watch system within the Network to identify innovative initiatives and projects, both individual and collective, originating in the design community and implemented in our cities, regions and countries to provide immediate assistance to citizens and businesses and support post-COVID-19 recovery.

On April 3, 2020, on the initiative of Montréal and with assistance from Detroit and Kortrijk, at the time the co-ordinators of the Cities of Design sub-network, an [invitation](#) was issued to the international design community and a survey transmitted to the **40** member cities for them to assist in creating this database of new projects and to draw inspiration from the proposals it contains.

The invitation enabled compilation of more than **100** initiatives from **15** cities, and the database served as a reference for selection of case studies for sharing in a plenary session during the online meeting of the Cities of Design sub-network held from July 13 to 15.



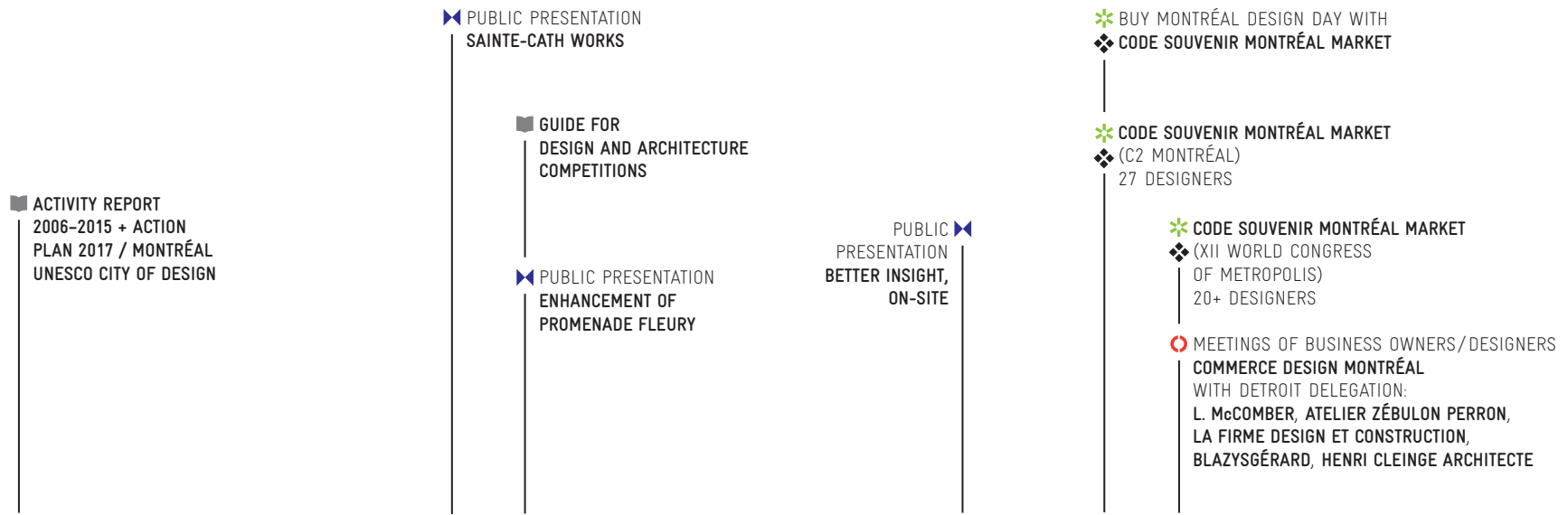
The background is a solid red color. It features several vertical bars of varying heights and widths, some with rounded ends. There are also some rounded shapes that look like the ends of the bars. The overall effect is a modern, minimalist design.

# FIGURES AND APPENDIXES

# FIGURE 1 PROMOTION AND OUTREACH / TIMELINE



J F M A M J J A S O N D | J F M A M J J A S O N D



PERSPECTIVES DESIGN MONTRÉAL 2017  
50+ DESIGNERS  
FEATURED IN CODE SOUVENIR MONTRÉAL

4th CATALOGUE OF GIFT ITEMS  
CODE SOUVENIR MONTRÉAL 2016-2017  
SPECIAL EDITION: 375th ANNIVERSARY OF MONTRÉAL

GUIDE FOR DESIGN PANELS

CODE SOUVENIR MONTRÉAL MARKET (FASHION & DESIGN FESTIVAL) 30+ DESIGNERS

PUBLIC PRESENTATION PARVIS DE BIENCOURT DEVELOPMENT

PROMOTIONAL CAMPAIGN "MONTRÉAL IS A CITY OF DESIGNERS: MEET THE NEXT GENERATION IN DESIGN"

PUBLIC PRESENTATION MAISONNEUVE LIBRARY

REPORT ON STATISTICS AND ECONOMIC IMPACTS OF PROFESSIONAL ARCHITECTURAL PRACTICE IN MONTRÉAL

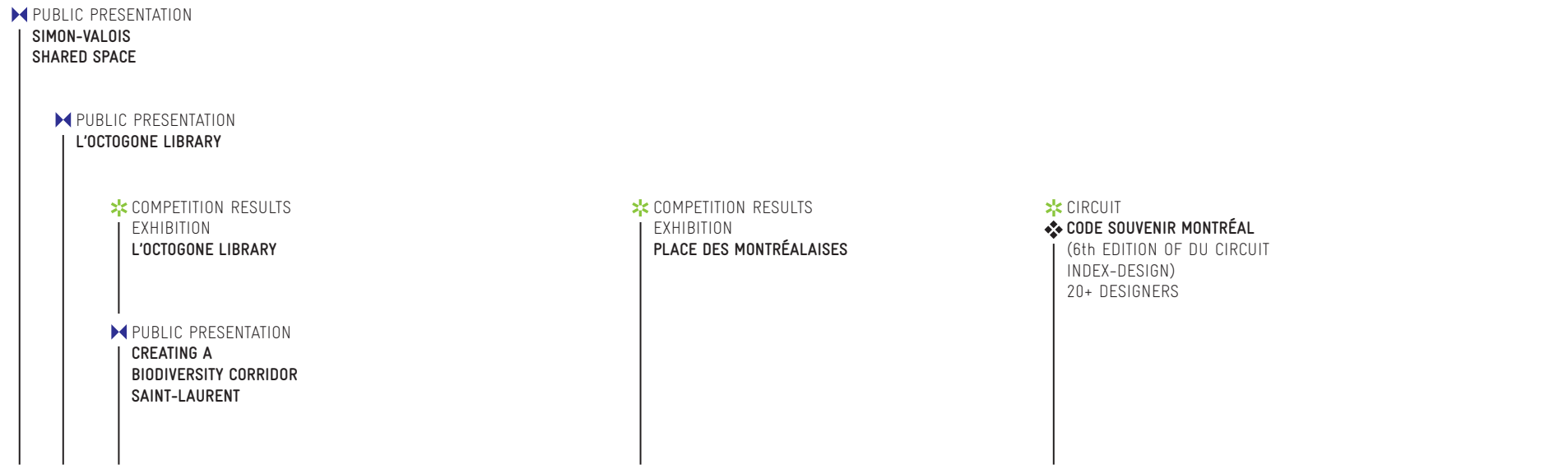
CODE SOUVENIR MONTRÉAL MARKET (DESIGN SUMMIT) 50+ DESIGNERS

- ◆ CODE SOUVENIR MONTRÉAL
- COMMERCE DESIGN
- ✱ EXHIBITION | OUTREACH
- ▶ PUBLIC PRESENTATION OF COMPETITION FINALISTS' PROJECTS
- PUBLICATION

# FIGURE 1 PROMOTION AND OUTREACH / TIMELINE (CONT.)



J F M A M J J A S O N D | J F M A M J J A S O N D |



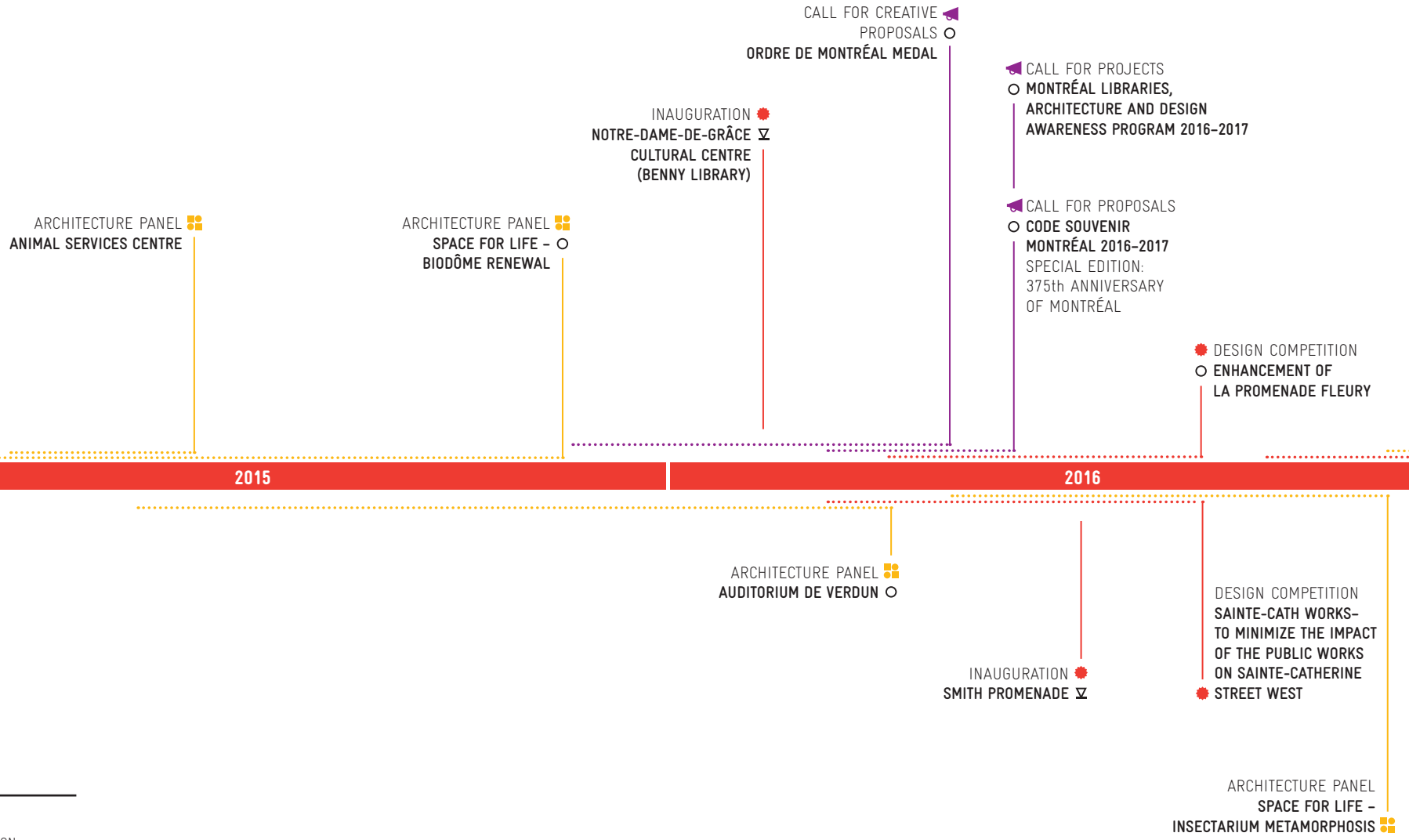
- ❖ CODE SOUVENIR MONTRÉAL
- 📖 COMMERCE DESIGN
- ✿ EXHIBITION | OUTREACH
- ▶ PUBLIC PRESENTATION OF COMPETITION FINALISTS' PROJECTS
- 📄 PUBLICATION



# FIGURE 2 COMPETITIONS, CALLS FOR CREATIVE PROPOSALS AND PANELS / TIMELINE



J F M A M J J A S O N D | J F M A M J J A S O N D

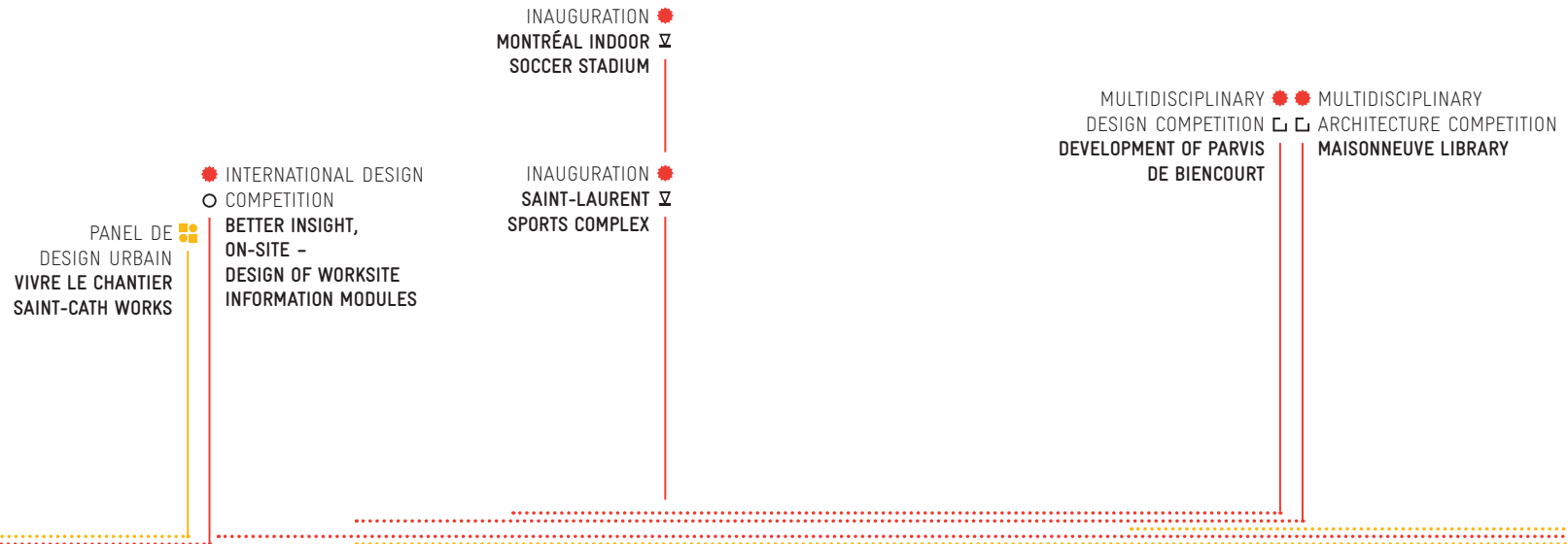


- CALL
- COMPETITION
- PANEL
- COMPLETED
- INAUGURÉ
- IN PROGRESS

# FIGURE 2 COMPETITIONS, CALLS FOR CREATIVE PROPOSALS AND PANELS / TIMELINE (CONT.)



J F M A M J J A S O N D



2017

INAUGURATION ●  
 GUY-GAGNON  
 BUILDING CULTURAL  
 PRESENTATION VENUE  
 (QUAI 5160) ▽

INAUGURATION ●  
 ENHANCEMENT OF  
 LA PROMENADE FLEURY ▽

- CALL
- COMPETITION
- PANEL
- COMPLETED
- INAUGURÉ
- IN PROGRESS

# FIGURE 2 COMPETITIONS, CALLS FOR CREATIVE PROPOSALS AND PANELS / TIMELINE (CONT.)





J F M A M J J A S O N D

ARCHITECTURE PANEL   
 JARDIN DES RACINES   
 AUX NUAGES

 MULTIDISCIPLINARY  
 DESIGN COMPETITION  
 SIMON-VALOIS SHARED SPACE

CALL FOR PROPOSALS   
 CODE SOUVENIR MONTRÉAL   
 2018-2019

 INAUGURATION  
 PLAGE DE L'EST - PHASE 1

ARCHITECTURE PANEL   
 ROSEMONT AQUATIC   
 CENTRE

ARCHITECTURE PANEL   
 FAMILY HUB AT PARC   
 LA FONTAINE

2018




CALL FOR APPLICATIONS  
 SHENZHEN DESIGN  
 AWARDS FOR YOUNG  
 TALENTS   
 2017 EDITION

MULTIDISCIPLINARY LANDSCAPE  
 ARCHITECTURE COMPETITION  
 CRÉER LE CORRIDOR  
 DE BIODIVERSITÉ À SAINT-LAURENT

MULTIDISCIPLINARY  
 ARCHITECTURE COMPETITION  
 L'OCTOGONE LIBRARY

INTERNATIONAL  
 MULTIDISCIPLINARY  
 LANDSCAPE ARCHITECTURE  
 COMPETITION  
 PLACE DES MONTRÉALAISES

-  CALL
-  COMPETITION
-  PANEL

-  COMPLETED
-  INAUGURÉ
-  IN PROGRESS



# FIGURE 2 COMPETITIONS, CALLS FOR CREATIVE PROPOSALS AND PANELS / TIMELINE (CONT.)



J F M A M J J A S O N D | J F M A M J J A S O N D

INAUGURATION PIERREFONDS LIBRARY

LANDSCAPE ARCHITECTURE PANEL PLACE DES MONTRÉALAISES

INDUSTRIAL DESIGN PANEL MONTRÉAL À PIED KIOSK

MULTIDISCIPLINARY DESIGN COMPETITION PLAYFUL STREET FURNITURE FOR THE ESPLANADE TRANQUILLE

INNOVATIVE REQUEST FOR QUALIFICATION COVID-19 DESIGN LABORATORIES

COVID-19 DESIGN LABORATORIES TRANSITIONAL URBAN DESIGN FOR ONTARIO STREET EAST  
CRÉATION D'UNE TERRASSE URBAINE LIBRE AU PUBLIC PARC HYDRO-QUÉBEC

INTERNATIONAL ARCHITECTURE COMPETITION DEVELOPMENT OF THE PETER-McGILL CENTER

INTERNATIONAL MULTIDISCIPLINARY URBAN DESIGN COMPETITION MCGILL COLLEGE, REINVENTING THE AVENUE

2019

2020

COVID-19 DESIGN LABORATORIES CREATION OF A PUBLICLY ACCESSIBLE URBAN PATIO ON PEEL STREET  
CRÉATION D'UNE TEMPORAIRE PATIO-BEACH IN CHINATOWN

COVID-19 DESIGN LABORATORIES TRANSITIONAL URBAN DESIGN (PUBLIC MARKET) ON ADAM STREET

SPACE FOR LIFE SPACE FOR LIFE - BIODÔME RENEWAL

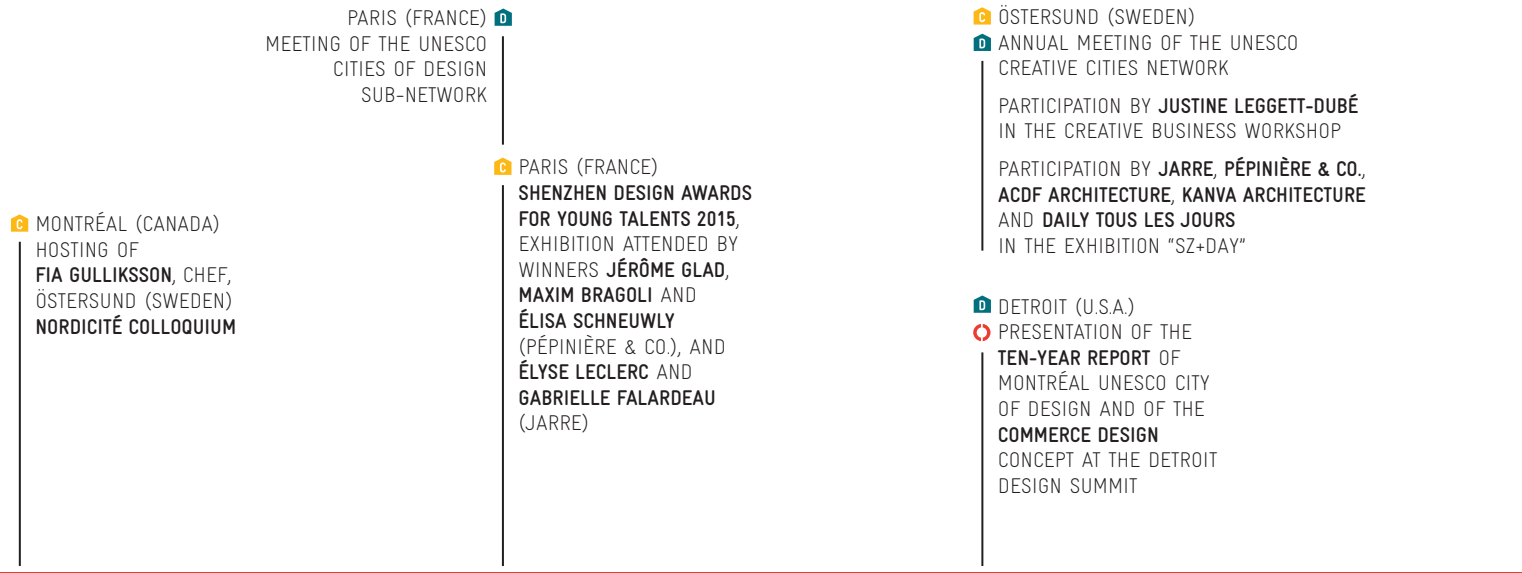
- CALL
- COMPETITION
- PANEL

- COMPLETED
- INAUGURÉ
- IN PROGRESS

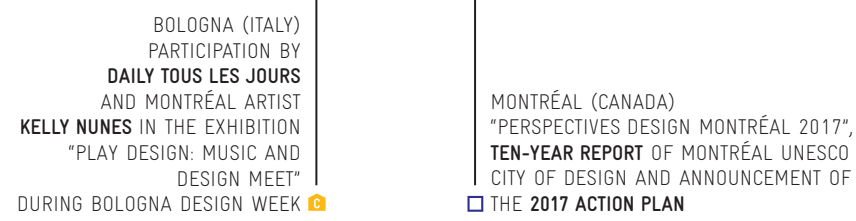
# FIGURE 3 INTERNATIONAL NETWORKING / TIMELINE



J F M A M J J A S O N D



## 2016



- GRANT
- CODE SOUVENIR MONTRÉAL
- COLLOQUIUM - ENTRETIENS JACQUES CARTIER
- COMMERCE DESIGN
- UNESCO CREATIVE CITIES NETWORK
- UNESCO CITIES OF DESIGN SUB-NETWORK
- OTHER STRUCTURE-ENHANCING ACTIVITY

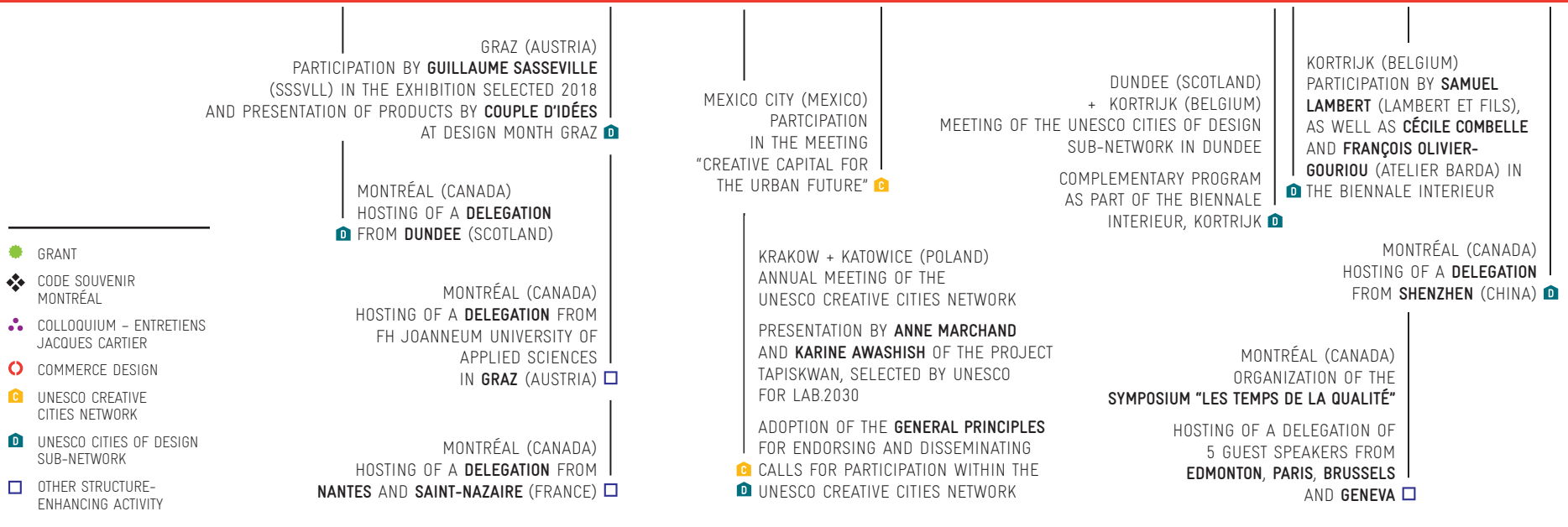




# FIGURE 3 INTERNATIONAL NETWORKING / TIMELINE (CONT.)

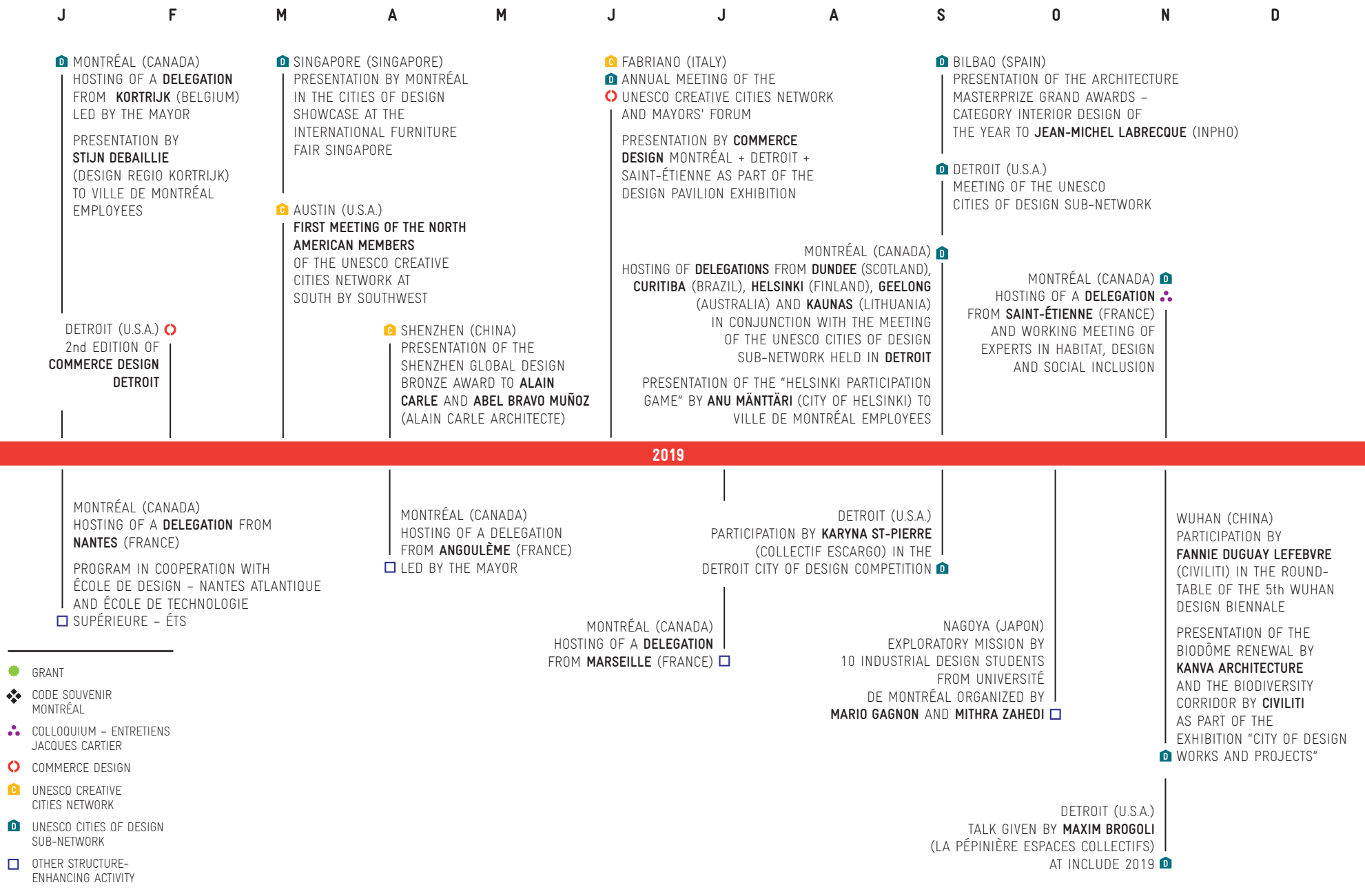


## 2018



- GRANT
- CODE SOUVENIR MONTRÉAL
- COLLOQUIUM - ENTRETIENS JACQUES CARTIER
- COMMERCE DESIGN
- UNESCO CREATIVE CITIES NETWORK
- UNESCO CITIES OF DESIGN SUB-NETWORK
- OTHER STRUCTURE-ENHANCING ACTIVITY

# FIGURE 3 INTERNATIONAL NETWORKING / TIMELINE (CONT.)



# FIGURE 3 INTERNATIONAL NETWORKING / TIMELINE (CONT.)



J F M A M J J

**D** SHENZHEN (CHINA)  
PRESENTATION OF THE SHENZHEN DESIGN AWARDS FOR YOUNG TALENTS 2019 MERIT AWARD TO **PATRICK BLANCHETTE** (BLANCHETTE ARCHITECTES)

**◆** DUNDEE (SCOTLAND)  
REPRISE OF THE **CODE SOUVENIR** CONCEPT

**◉** KORTRIJK (BELGIUM)  
LICENSING OF THE **COMMERCE DESIGN** CONCEPT

**C** VIRTUAL CONFERENCE ORGANIZED BY UNESCO: "URBAN SOLUTIONS: LEARNING FROM CITIES' RESPONSES TO COVID-19"

**D** VIRTUAL MEETING OF THE UNESCO CITIES OF DESIGN SUB-NETWORK CO-ORGANIZED BY KAUNAS (LITHUANIA)

2020

MONTRÉAL (CANADA)  
HOSTING OF A **DELEGATION** FROM THE UNESCO CITIES OF DESIGN SECRETARIAT **D**

CREATION OF A DATABASE OF INITIATIVES ORIGINATING IN UNESCO CITIES OF DESIGN IN RESPONSE TO **D** THE COVID-19 PANDEMIC **□**

PRESENTATION OF THE **DETROIT CITY** OF DESIGN ACTION PLAN BY **ELLIE SCHNEIDER** (DESIGN CORE DETROIT) **D** TO VILLE DE MONTRÉAL EMPLOYEES








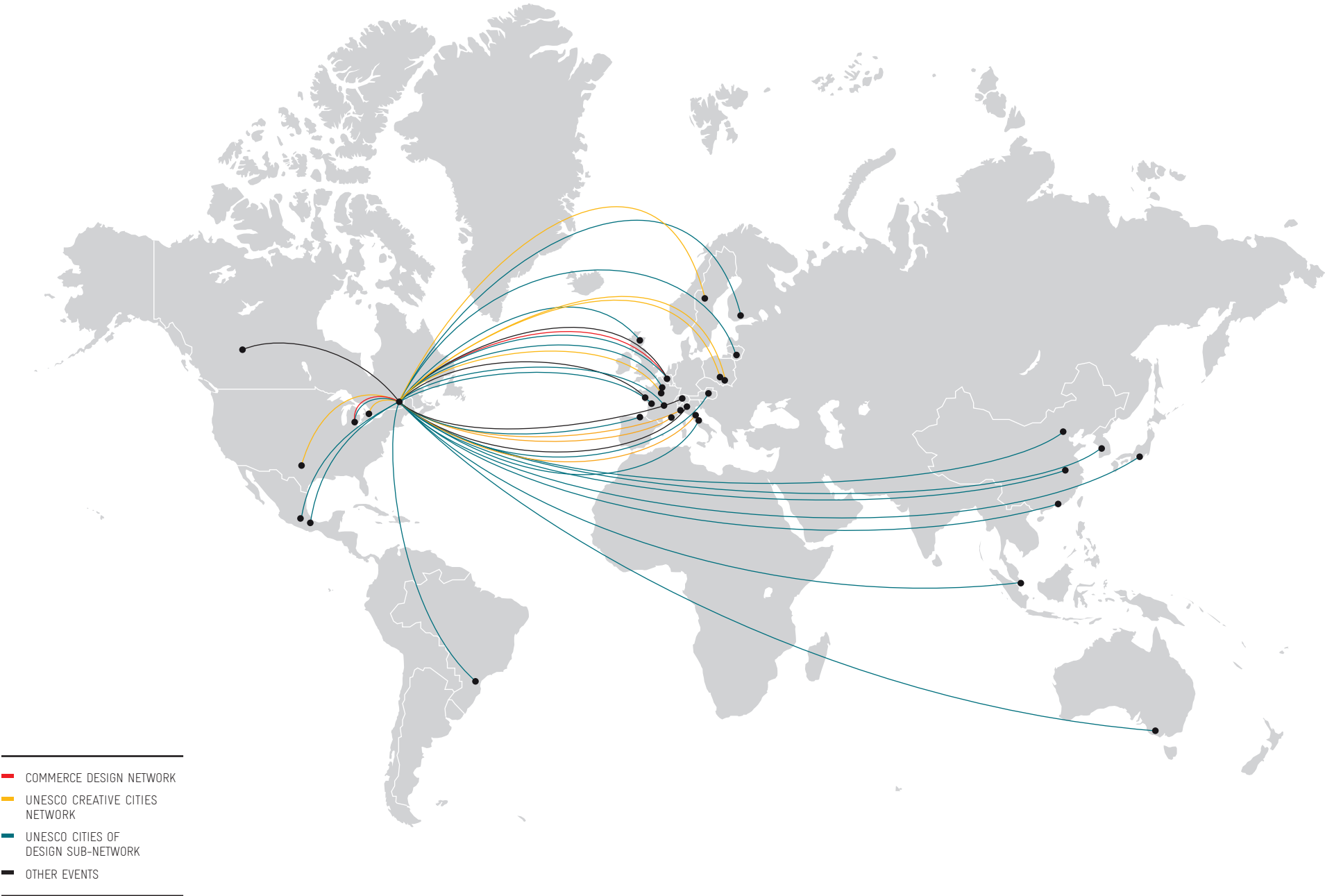
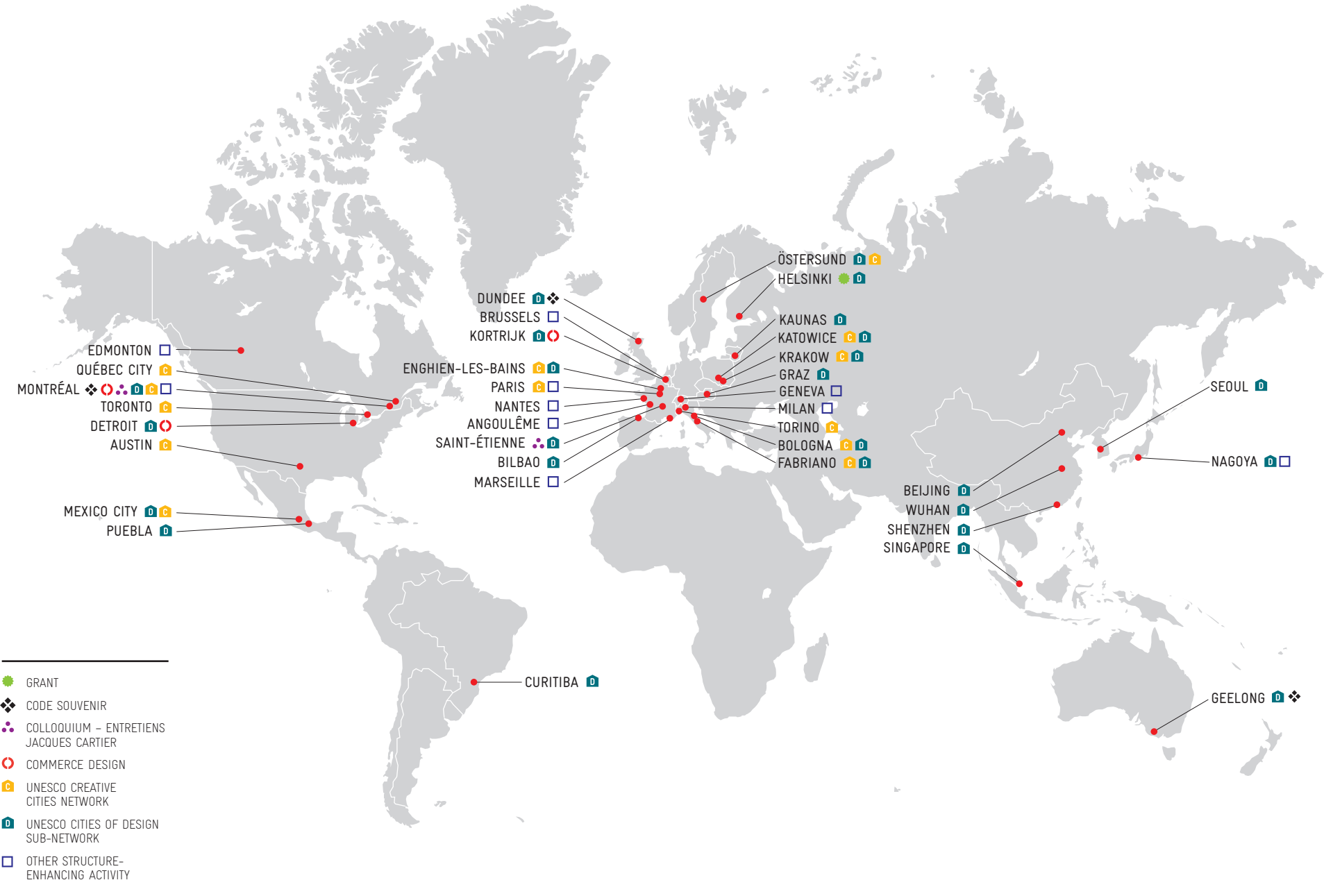
-  GRANT
-  CODE SOUVENIR MONTRÉAL
-  COLLOQUIUM – ENTRETIENS JACQUES CARTIER
-  COMMERCE DESIGN
-  UNESCO CREATIVE CITIES NETWORK
-  UNESCO CITIES OF DESIGN SUB-NETWORK
-  OTHER STRUCTURE-ENHANCING ACTIVITY

FIGURE 4 INTERNATIONAL COOPERATION, 2016-2019+





**FIGURE 5 INTERNATIONAL NETWORKING, 2016-2019+**



## IMPACTS OF COVID-19 ON THE DESIGN AND ARCHITECTURE SECTOR

### FIRST WAVE

Professional organizations joined forces to produce a survival guide for the design and architecture community against the backdrop of health measures aimed at limiting the spread of the virus, including the closing of companies and construction sites for one month.

#### / **Continuity of services was assured, but impacted**

The entire supply chain was affected. The shortage of human resources and the difficulty of working remotely with children at home resulted in productivity losses. Project collaborators (e.g., clients, consultants, contractors) were less available.

#### / **Projects were cancelled or postponed**

This applied primarily to private projects. The main public contracting authorities stated their intention to continue projects that were already underway.

#### / **Cash-flow problems were expected**

Very small businesses (one to two people) seemed to weather the storm better. Overall, cash-flow problems revealed the fragility of many firms when it came to dealing with a crisis that showed signs of persisting over the longer term.

### PLATEAU: STABILIZATION

Although worksites reopened fully on May 11, 2020, firms continued to face major challenges. The two primary obstacles observed concerned availability of internal human resources and of project partners and collaborators.

#### / **Service levels were relatively high despite the drop in productivity**

Remote working enabled a gradual return to a degree of normalcy, but this had its limits; for example in the case of workers with children at home.

#### / **Short-term income and liquidity issues were mitigated by the assistance programs**

Government assistance measures (e.g., loans, deferrals, wage and rent subsidies) played an important role in attenuating the impacts of the crisis. The Canada Emergency Response Benefit (CERB), however, proved to be one of the greatest disincentives to a return to work as businesses lacked sufficient workers to restart operations.

#### / **Labour force and return to work: emphasis on remote working**

With the full reopening of the construction industry and authorization for employees to work on premises, the vast majority of firms continued to prioritize remote working.

### SECOND WAVE: ADAPTING TO THE “NEW NORMAL”

#### / **Mental health and motivation: a priority**

Employers became more concerned about their employees' safety, motivation and work/life balance. Isolation, redefinition/redistribution of tasks, and the pandemic context have affected individuals differently. Flexibility is the order of the day. This period is conducive to training and coaching initiatives.

#### / **An essential technology transition; a need to master collaborative work tools**

Design and architecture firms have swiftly adapted to remote working. Proficiency with technology tools for collaborative design work, however, remains to be acquired or perfected. Teams have adapted well and generally communicate more than before.

#### / **Projects are transforming**

It has been noted that some projects have transformed to take account of the physical distancing recommendations.

# APPENDIX 2



## PHOTO CREDITS FOR MOSAICS

### MOSAIC SECTION 3 / CONTRIBUTION TO THE UNESCO CREATIVE CITIES NETWORK

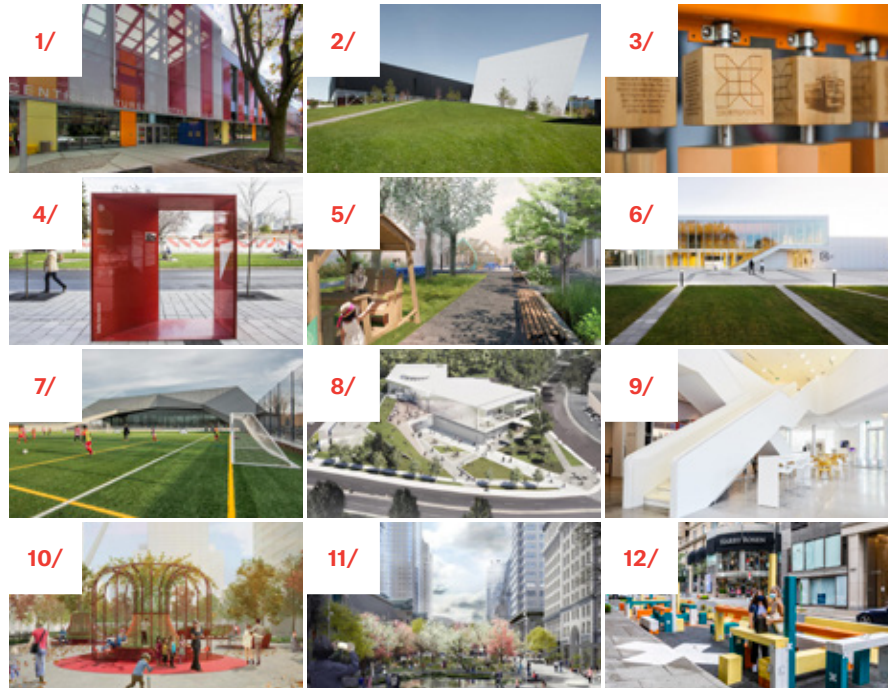


- 1/ Annual Meeting of the UNESCO Creative Cities Network in Östersund, UNESCO City of Gastronomy (Sweden), 2016
- 2/ Meeting of the UNESCO Cities of Design sub-network in Puebla (Mexico), 2017
- 3/ Meeting of the UNESCO Cities of Design sub-network in Paris (France), 2016
- 4/ Presentation of the 10-year summary Montréal, UNESCO of Design and announcement of the 2017 action plan at the Perspective Design Montréal 2017 event  
Photo credit: Albert Zablit

- 5/ Signatories to the Montréal Declaration Design at the World Design Summit in Montréal, 2017  
Photo credit: World Design Summit
- 6/ Meeting of the UNESCO Cities of Design sub-network in Dundee (Scotland), 2018  
Photo credit: Alan Richardson
- 7/ Annual Meeting of the UNESCO Creative Cities Network in Krakow, UNESCO City of Literature (Poland), 2018  
Photo credit: Tomasz Wiech
- 8/ Meeting of the UNESCO Cities of Design sub-network in Detroit (U.S.A.), 2019  
Photo credit: Bureau du design, Ville de Montréal
- 9/ Working group on public policies to support design, Detroit (U.S.A.), 2019
- 10/ Participation in the Mayors' Forum at the Annual Meeting of the UNESCO Creative Cities Network in Fabriano, UNESCO City of Crafts and Folk Art (Italy), 2019  
Photo credit: Bureau du design, Ville de Montréal
- 11/ Inaugural meeting of the North American Creative Cities in Austin, Texas, UNESCO City of Media Arts (U.S.A.), as part of South by Southwest, 2019  
Photo credit: Bureau du design, Ville de Montréal
- 12/ Virtual Meeting of the UNESCO Cities of Design sub-network, 2020  
Photo credit: Kaunas (Lithuania), UNESCO City of Design



## MOSAIC 1 SECTION 4 / MAIN LOCAL INITIATIVES CONDUCTED



- 1/** Inauguration of the Notre-Dame-de-Grâce Cultural Centre (Benny Library), 2016  
Designers: Atelier Big City, Fichten Soiferman et associés, L'OEUF  
Photo credit: Ville de Montréal
- 2/** Inauguration of the Saint-Laurent Sports Complex, 2017  
Designers: Saucier Perrotte Architectes + Hugues Condon Marler Architects + SNC Lavalin Inc.  
Photo credit: Olivier Blouin
- 3/** Inauguration of the concept for Enhancement of the Promenade Fleury, 2017  
Designers: Giasson Hardy Ianniciello Proulx Tu  
Photo credit: Tandem Photographie
- 4/** Worksite information module at Square Viger, 2017  
Designers: PARA-SOL + Paprika + Geniex  
Photo credit: Mathieu Rivard

- 5/** Winning concept, Development of Parvis De Biencourt, 2017  
Designers: Mousse Architecture de paysage + Collectif Escargo
- 6/** Inauguration of the Guy-Gagnon Building, cultural presentation venue – Quai 5160, 2017  
Designers: Les Architectes FABG  
Photo credit: Steve Montpetit
- 7/** Inauguration of the soccer stadium at the Saint-Michel Environmental Complex, 2017  
Designers: Saucier Perrotte Architectes + Hughes Condon Marler Architects  
Photo credit: Olivier Blouin
- 8/** Winning concept, L'Octogone Library, 2018  
Designers: Anne Carrier architecture / Labonté Marcil in consortium
- 9/** Inauguration of the Pierrefonds Library, 2019  
Designers: Chevalier Morales Architectes and DMA architectes  
Photo credit: Michel Pinault and Borough of Pierrefonds-Roxboro
- 10/** Winning concept, Playful Street Furniture for the Esplanade Tranquille, 2020  
Designers: Alto Design and Dikini with Lateral + Induktion
- 11/** Winning concept, McGill College: Reinventing the Avenue competition, 2020  
Designers: civiliti + Mandaworks and SNC Lavalin, in collaboration with Lasalle-NHC, UDO Design, Biodiversité Conseil, Lamontagne Consultants and EVOQ
- 12/** Installation of a publicly accessible urban patio (T.U.LI.P) on Peel St., 2020  
Designers: Le Comité  
Photo credit: Eva Blue





## MOSAIC 2 SECTION 4 / MAIN LOCAL INITIATIVES CONDUCTED



- 1/ Architecture panel, Space for Life – Biodôme Renewal, 2015  
Photo credit: Mathieu Rivard
- 2/ Public presentation, design competition for Enhancement of the Promenade Fleury, 2016  
Photo credit: Mathieu Rivard
- 3/ Public presentation, design competition for Enhancement of the Promenade Fleury, 2016  
Photo credit: Mathieu Rivard
- 4/ Advertising campaign, Montréal Is a City of Designers: Meet the Next Generation in Design, 2017  
Photo credit: Técia Pépin

- 5/ Public presentation, multidisciplinary architecture competition for the Maisonneuve Library, 2017  
Photo credit: Mathieu Rivard
- 6/ Public presentation, multidisciplinary landscape architecture competition for the Saint-Laurent Biodiversity Corridor, 2018  
Photo credit: Mathieu Rivard
- 7/ Public presentation, multidisciplinary design competition for the Simon-Valois Shared Space, 2018  
Photo credit: Mathieu Rivard
- 8/ Jury deliberations, multidisciplinary design competition for the Simon-Valois Shared Space, 2018  
Photo credit: Mathieu Rivard
- 9/ Code Souvenir Montréal exhibition at the event RDV Accélérer MTL, 2018  
Photo credit: Bureau du design, Ville de Montréal
- 10/ Public presentation, international multidisciplinary landscape architecture competition for the Place des Montréalaises, 2019  
Photo credit: Mathieu Rivard
- 11/ Licencing of the CODE SOUVENIR concept by Dundee, UNESCO City of Design (Scotland), 2020  
Photo credit: UNESCO City of Design Dundee
- 12/ Consultation of the Montréal design and architecture business ecosystem for development of an agenda for quality in design and architecture, 2018  
Photo credit: Ville de Montréal



## MOSAIC SECTION 5 / KEY INITIATIVES CARRIED OUT THROUGH INTER-CITY CO-OPERATION



- 1/** Rainville Sangaré, 2017 Phyllis Lambert Grant recipients  
Photo credit: Mathieu Rivard
- 2/** Hosting of delegations from Puebla (Mexico), Graz (Austria), Nagoya (Japan) and Saint-Étienne (France), and tour of Montréal design studios by Azamit, founder of souk@sat, 2017  
Photo credit: Mathieu Rivard
- 3/** Delegation of Montréal designers at Beijing Design Week, 2017  
Photo credit: Beijing Design Week
- 4/** Delegation of Montréal designers at Shenzhen Design Week, 2017

- 5/** Montréal delegation, Annual Meeting of the UNESCO Creative Cities Network in Krakow and Katowice (Poland). The 17 UN Sustainable Development Goals.  
Photo credit: UNESCO Creative Cities Network
- 6/** Hosting of a delegation from Kortrijk (Belgium), presentation and sharing by Design Regio Kortrijk to Ville de Montréal employees, 2019  
Photo credit: Bureau du design, Ville de Montréal
- 7/** Delegation of 10 industrial design students from Université de Montréal in Nagoya (Japan), 2019  
Photo credit: EDIN, Université de Montréal
- 8/** Exposition during Detroit Month of Design of the installation 3Rooms by Collectif Escargo, winner of the Design Core Detroit competition, 2019  
Photo credit: Noah Elliott Morrison and Design Core Detroit
- 9/** Participation by Fannie Duguay Lefebvre (civiliti) in the roundtable at the 5th Wuhan Design Biennale, 2019  
Photo credit: Wuhan Design Biennale
- 10/** Participation by 15 Montréal designers in the exhibition World Wild Things organized by Pierre Larammée and Anne Thomas during Design Month Graz, 2018  
Photo credit: Creative Industries Styria
- 11/** Montréal delegation at Seoul Design Week, 2017  
Photo credit: Seoul Design Week
- 12/** Delegation of Montréal designers in Detroit: Brice Salmon and Mélanie Ouellette of Baltic Club, 2018  
Photo credit: Baltic Club



## MOSAIC SECTION 7 / VARIOUS INITIATIVES AND TRANSITIONAL URBAN DEVELOPMENT LABORATORIES IN RESPONSE TO COVID-19



- 1/** Publicly accessible urban patio (T.U.LI.P) in Parc Hydro-Québec  
Designers: ADHOC architectes + Maude Prince-Lescarbeau  
Photo credit: Eva Blue
- 2/** Playground, Place D'Youville  
Photo credit: Eva Blue
- 3/** Publicly accessible urban patio (T.U.LI.P) in Place des festivals  
Photo credit: Eva Blue
- 4/** Temporary patio-beach, Chinatown  
Photo credit: Eva Blue

- 5/** Temporary patio-beach, Chinatown  
Photo credit: Marc-André Goulet
- 6/** Publicly accessible urban patio (T.U.LI.P) in Place des festivals  
Photo credit: Eva Blue
- 7/** COVID-19 Emergency: adaptation guide and assistance from  
Architecture sans frontières Québec  
Retailer: Le Trou – Fabrique de bagels Griffintown  
Photo credit: Mathieu Rivard
- 8/** COVID-19 Emergency: adaptation guide and assistance from  
Architecture sans frontières Québec  
Retailer: Le Trou – Fabrique de bagels Griffintown  
Photo credit: Mathieu Rivard
- 9/** Urgence COVID-19 : adaptation guide and assistance from  
Architecture sans frontières Québec  
Retailer: Café de l'Itinéraire  
Photo credit: ASFQ
- 10/** Aurorama winter station – Borough of Côte-des-Neiges-Notre-Dame-de-Grâce  
Designers: Extra architecture & design
- 11/** Aux souches winter station – Borough of Lachine  
Designers: L. McComber – architecture vivante + HUB Studio
- 12/** Jour de neige winter station – Borough of Ahuntsic-Cartierville  
Designers: Le Comité









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**PAGE LAYOUT**

Fig.com graphique

**GRAPHIC DESIGN OF FIGURES**

Studio FEED

Montréal 

[designmontreal.com](http://designmontreal.com)