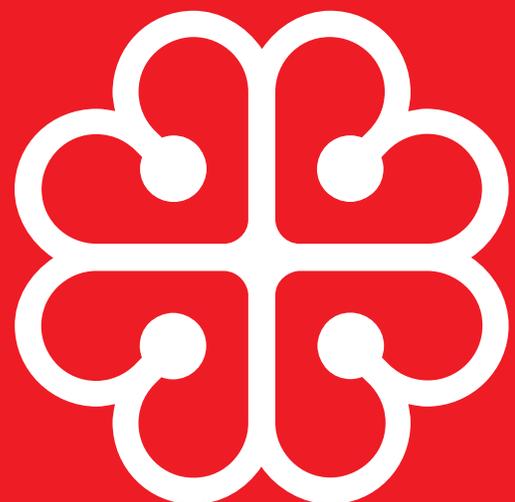


MONTRÉAL
2030 AGENDA
FOR QUALITY
AND EXEMPLARITY
IN DESIGN
AND ARCHITECTURE





MONTREAL
UNESCO CITY
OF DESIGN



The climate emergency places great challenges before all of us.

It impels us to question our habits and the way we do things.

At the UN Climate Action Summit in New York City on September 23, 2019, I announced Montréal's commitment to reduce our greenhouse gas emissions (GGEs) by 55% compared to 1990 levels, and to do so by 2030.

I am well aware that this is an ambitious goal—one that we cannot realize without everyone playing their part, and that includes the invaluable contributions of designers and architects, our front-line allies.

The *Montréal 2030 Agenda for Quality and Exemplarity in Design and Architecture* is the tool pointing the way to success as we make this vital ecological and social transition.

More than ever, we will build on practices and processes that combine sustainability, creativity and innovation. That harness design and architecture as part of every action having an impact on the quality of our living environments.

When UNESCO granted us the status of City of Design in 2006, it emphasized the commitment and determination of the City of Montréal, other levels of government and civil society to build on the strength of our designers to enhance Montrealers' quality of life.

In implementing this agenda, the City of Montréal will confirm the legitimacy of that UNESCO designation. Above all, we will aim to become the city that each of our citizens truly wants. A more sustainable city, where their health and wellness are valued.

Yes, the challenge is a daunting one. But I have no doubt that together, we will meet it.

Mayor of Montréal

A handwritten signature in blue ink, which appears to be 'V. Plante'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Valérie Plante



In the era of climate change, Montréal—like all of the world’s major cities—must reinvent itself, and time is of the essence.

That is why, more than ever before, we need the creativity and innovative strengths of the design and architecture disciplines.

Design, as a fundamental tool for differentiation and competitiveness, can be a powerful lever for the positioning and sustainable development of cities, countries and nations. Montréal, with its rich pool of talented practitioners in all disciplines of the design and creative industries, is especially well positioned to meet the challenge.

This rich, diversified and effervescent ecosystem of businesses, universities and research centres holds immense potential.

The Agenda will be a catalyst for the vital forces of Montréal’s design community to marshal their expertise to its full potential. Our administration will be ensuring the application of this vision and its key principles.

As a contracting authority, the City of Montréal will play a leading role. We firmly believe that the solutions put forward within the Montréal design ecosystem will help us grow our economy and achieve our environmental objectives.

But there is more. The daring explorations we will conduct and the innovations we develop will have the potential to be deployed around the world, for everyone’s benefit. This will help expand the reach and reputation of our local designers.

Executive Committee Member responsible for Economic and Commercial Development,
Housing and Design

A handwritten signature in black ink, appearing to read 'Robert Beaudry', written in a cursive style.

Robert Beaudry



Montréal has long aspired to incorporate the principles of design and architectural quality into its projects, whether initiated by the boroughs, the city's central departments, or paramunicipal organizations, and regardless of activity sector.

The launch of the *Montréal 2030 Agenda for Quality and Exemplarity in Design and Architecture* is an initial—and the most important—milestone. Pursuant to it, we are committed in the years to come to exemplarity, experimentation and innovation.

There is an urgent need for us to remove, one by one, the obstacles to quality in design and architecture. We must change the way we do things to devise, preserve and enhance a built environment and an urban landscape of quality for Montréal, within a demanding context of ecological and social transition.

We will introduce, in our plans and policies, measurements and targets for supporting design quality. We will explore new processes as early as the land-use planning stage. Lastly, we will ensure awareness raising and training for stakeholders in this shift to Design Quality.

The Agenda is part of a long-term vision and draws a connection between quality and sustainability. It is also meant to be a lever ensuring that our designers and architects are our partners in implementing the vision we have for our city.

We want that city to be proud, resilient and responsive to the needs of its citizens. There is no doubt that quality design and architecture are among the tools par excellence for success.

City Manager

A handwritten signature in blue ink, appearing to read 'S. Lamontagne', written in a cursive style.

Serge Lamontagne, MBA, ASC

CONTENTS

THE AGENDA AT A GLANCE

Summary	9
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FOREWORD

The global context: climate emergency	13
– Montréal: doing its part	13
Creativity and innovation in design: serving the green transition	14

DESIGN

Why does design matter?	17
– Design is at the heart of people’s experience, of the city’s image and the way it works	17
What do we mean by “design”?	17
– Design as a discipline, profession and fields of practice	17
– Design as a process, a methodology and a way of thinking	17
– Design as a creative industry and a driver of sustainable growth	18

THE AGENDA

What is the Agenda?	21
– A stance	21
– A common language	21
– An aspiration	21
– A process	21
– For everybody	22
– Aims	22
– A plan	22
– Timeline of the Agenda project	23

ASSETS AND OPPORTUNITIES

Close to 30 years of municipal actions	26
UNESCO City of Design (2006)	26
Québec Architecture Strategy	27
Rêvons Montréal 2020–2030	28

QUALITY AND EXEMPLARITY IN DESIGN

“Good” design	31
Guiding principles for ensuring quality in design and architecture	32

CHALLENGES AND STRATEGIES

Obstacles to quality in design and architecture: priorities for action	50
– Six families of challenges emergent from internal and external consultations	50
Strategies	53
– Six strategies for instilling a design culture in Montréal	53

IMPLEMENTATION OF THE AGENDA: 2020–2030

Research and further study	56
The taste for quality and means to achieve it	56
The Bureau du design: a facilitator for implementation of the Agenda	58

APPENDICES

Glossary	60
References	62
Collaborators	63

THE AGENDA AT A GLANCE

The Montréal 2030 Agenda for Quality and Exemplarity in Design and Architecture is a tool for successfully navigating the green and social transition and making designers and architects partners in implementing the Rêvons Montréal vision.

Summary

Worldwide, sustainable development, ecological transition and climate emergency imperatives are driving redefinitions of the practices and models of urban development and planning, prompting use of new tools and processes, and leading to different ways of thinking about and living in cities. Like other cities, Montréal must reinvent itself, and quickly. To guide its transformation it must, more than ever before, look to the creativity and innovative strengths of the design and architecture disciplines.

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 [Rêvons Montréal 2020-2030](#) vision.

To that end, the Agenda:

- **UNDERSTANDS** design in its broadest sense, as encompassing all creative disciplines in design and architecture that, practiced in conjunction with other areas of expertise such as engineering and urban planning, come into play at different scales within the city and have the power to [re]qualify and enrich our living environment, while respecting built heritage;
- **ESTABLISHES** and demonstrates the close correlation between the concepts of quality, creativity and innovation in design and the capacity of objects, buildings and urban spaces to:
 - respond to the imperatives of the climate emergency and the challenges of green transition and social inclusion;
 - ensure the comfort and wellness of all citizens, present and future generations alike;
 - contribute to Montréal’s economic vitality;
- **DECLARES** the desire to impart a taste for quality in design and the means to achieve it, to achieve a Montréal that is ecologically sustainable, economically viable, socially equitable, and culturally diversified;
- **RELIES ON** a rich pool of some 27,000 design talents; the expertise and reputation of the Bureau du design, with a track record encompassing nearly 30 years of municipal actions promoting quality and design and architecture; Montréal’s UNESCO City of Design status, renewed several times since 2006; and the forthcoming adoption of the Québec Architecture Strategy, which will take into account Montréal’s status as Québec’s metropolis;
- **DEFINES**, consistently with the city’s strategic orientations, [GUIDING PRINCIPLES](#) for ensuring the design and architectural quality to which Montréal aspires;
- **DETERMINES**, based on a broad-based process of internal and external consultation and consensus-building, the main [CHALLENGES](#) currently hindering achievement of said quality, which will form priorities for action;

- **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;
- **INVITES** Montrealers to draw inspiration from the same principles of quality and to voice their needs, expectations and aspirations when it comes to design, architecture and spatial planning in projects that have an impact on the quality of their living environments;
- **WILL BE TANGIBLE** in 2020, as part of implementation of Montréal's strategic alignment according to 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 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;

- **WILL BE OPERATIONAL** in 2020 via:
 - A mandate awarded to the Bureau du design to coordinate implementation of the Agenda;
 - Creation of an integrators' 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;
- **WILL BE MEASURED** over a 10-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.

MONTRÉAL
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If there is one thing you need to remember from my speech today, it is that cities are already taking action, they are ready to do more, and they absolutely need to be at the table and have the support of governments and the co-operation of the private sector if we are to achieve carbon neutrality.

Valérie Plante, Mayor of Montréal,
Climate Action Summit, September 23, 2019

FOREWORD

The global context: climate emergency

In 2015, 193 countries met in Quito, Ecuador, and adopted the UN [2030 Agenda for Sustainable Development](#) along with its 17 Sustainable Development Goals (SDGs). The SDG targets chart a course to a better future. They address the global challenges we all face, including those related to our changing climate, environmental degradation, sustainable cities and settlements, and sustainable consumption and production.

Since then, UNESCO has mobilized its [Creative Cities Network](#), of which Montréal is a member as a UNESCO City of Design, to help implement the SDGs, most notably Goal 11, “Make cities and human settlements inclusive, safe, resilient and sustainable.”

On December 12, 2015, at the UN Climate Change Conference (COP21) in Paris, 195 countries reached a historic agreement to combat climate change and to speed up and intensify actions and investments required to ensure a sustainable, low-carbon future. Addressing the need to limit global temperature increases, the [Paris Agreement](#) to fight climate change came into force in 2016, defining a new roadmap for the global climate protection effort.

In the wake of the adoption of these international agreements, the indifference and inaction apparent since the first-ever Earth Summit in 1972 seem to have given way to firmer engagement and drive, notably by cities, which are estimated to produce 70% of carbon emissions.

Montréal: doing its part

As an active member of C40 Cities, a network of nearly 100 of the world’s largest cities committed to addressing climate change, Montréal aims to become [carbon neutral](#) by 2050, by offsetting all of its emissions.

Speaking on behalf of the C40 member cities at the UN [Climate Action Summit](#) in New York City on September 23, 2019, Montréal Mayor Valérie Plante committed the city to reducing emissions by 55%, compared with 1990 levels, by 2030.

Creativity and innovation in design: serving the green transition

Creativity can provide cities with a true lever for negotiating the green transition. By sparking reflection and imagination, the creative industries encourage members of the public to engage with the challenges of climate change, and change behaviours. Likewise, creativity plays a role in the adaptation of production and consumption patterns and promotes more sustainable use of resources.

Source: Global Footprint Network (GFN) 2018

The challenge is a daunting one. Achieving the UN Sustainable Development Goals (SDGs) and solving the climate emergency require redefinitions of the practices and models of urban development, use of new tools and processes, and different ways of thinking about and experiencing life in cities. As a result, the people who design our living environments—designers, architects, landscape architects, urban planners, and other creative professionals—feel directly concerned.

At the 2017 World Design Summit in Montréal, the international design community made a firm commitment to helping to achieve the UN SDGs by 2030, as seen in the [World Design Agenda](#) and the [Montréal Design Declaration](#), both of which were adopted that year.

Acknowledging the intrinsic capacity of design as a source of innovative, creative transformation, the Montréal Design Declaration asserts that design leadership is a key to delivering sustainable solutions to today's global challenges.

More recently, on the occasion of the Global Climate Strike, a group of Canadian architects, drawing inspiration from their British counterparts, urged members of their professional community to join them in [Declaring Climate and Biodiversity Emergency and Committing to Urgent and Sustained Action](#):

Our interconnected crises of climate breakdown, ecological degradation, and societal inequity are the most serious issues of our time. The design, construction, and operation of our built environment accounts for nearly 40% of energy-related carbon dioxide emissions, and pervasively impacts our societies and the health of the living systems that sustain us.

Building to support the intergenerational health of our communities and living systems will require rapid paradigm shifts in thought and action for everyone working in the design, construction, and procurement of our built environments. Together with our clients, collaborators, and communities, we need to develop buildings, cities, and infrastructures as indivisible components of larger nested living systems—interconnected, resilient, and regenerative, now and for future generations.

DESIGN

Encompassing architecture, landscape architecture, urban design, interior design, graphic design, industrial and product design, exhibition and event design, the term “design” is here used in its broadest sense, including emerging hybrid practices like immersive environment design, experiential design, interactive design, interface design, digital design, and service design.

Why does design matter?

Design is at the heart of people’s experience, of the city’s image and the way it works.

Land-use planning and delivery of services to all residents to ensure they live comfortably in an urban environment are among the inherent responsibilities of a metropolis such as Montréal under Québec law, specifically the [Cities and Towns Act](#). There is design behind every component of a city. Consider the planning of parks and public places, libraries, sports equipment and facilities, housing complexes, public markets and retail businesses, the layout of residential streets and commercial arteries, bicycle paths, bike-sharing and self-service vehicle networks, public transit (buses, métro cars, bus shelters), road signs, worksite equipment, street lighting, bridges and other road infrastructure, and so on.

The care and quality that go into the planning and design of these components have a direct impact (positive or negative) on our day-to-day individual and collective perception and experience of the city we live in, work in or visit.

What do we mean by “design”?

Design as a discipline, profession and fields of practice

The Montréal 2030 Agenda for Quality and Exemplarity in Design and Architecture covers all creative disciplines that, in conjunction with other areas of expertise such as engineering and urban planning, come into play at different scales within the city and have the power to [re]qualify and enrich our living environment, contribute to quality of urban life, improve territorial attractiveness and resilience to climate change, and ensure more effective services to citizens.

Design as a process, a methodology and a way of thinking

While the prime focus of the Agenda is to elevate the tangible and perceived qualities of Montréal’s built environment, in this era in which material experience is mediated by a growing number of digital interfaces, the reach of design is also of interest, as is its role as a problem-solving process.

“Design Thinking” and service design are two key concepts that are now part of companies’ and institutions’ development processes, in both the private (see, for example, the [Parcours Innovation](#) training program) and public sectors (e.g., [Service Design Canada](#)).

It’s time for local government to innovate, adopt new processes and policies to build the future. Learn [...] how adopting “Co-Creation and Design Innovation” can help build a new culture that involves all stakeholders, breaks down silos, enhances citizen engagement and stimulates the local economy.

(Source: [“Shaping the future of communities through co-creation and design innovation”](#) December 2017 webinar presented by the Federation of Canadian Municipalities [FCM])

Design as a creative industry and a driver of sustainable growth

Statistical snapshots of arts & culture and the creative industries show that Montréal is notable among large North American cities for the vitality and strong growth of its architecture and design sectors.

(Source: Chamber of Commerce of Metropolitan Montreal [The Creative Industries: Catalysts of Wealth and Influence for Metropolitan Montréal](#), November 2013)

The design professions are a significant economic force:

- A total of 45,650 workers in Québec, 60% of whom live in the Montréal Metropolitan Area (MMA), including 27,000 professionals (Source: Ministère de l’Économie, de la Science et de l’Innovation, Report – [Portrait des travailleurs du design au Québec selon l’Enquête nationale auprès des ménages de 2011](#), March 2016)
- Median annual employment income of \$40,159 (Source: Ibid), which is above the overall average for the MMA of \$38,000 (Source: [Profil sociodémographique – Région métropolitaine de Montréal](#), July 2014)
- 33% increase in the number of jobs from 2007 to 2014 (Source: Statistics Canada, Business Register, employment estimate, MMA, 2014)

Beyond these figures, the design sector’s importance to Montréal lies above all in its role as a driver of growth in other sectors and its strong incidence on the quality of land-use planning.

Cities themselves are a product of design. They also market themselves internationally, and compete on the global stage to attract investors, residents and tourists. To ensure healthy, sustainable growth, cities must stand out, primarily by offering a living environment that fulfils shared aspirations to individual and collective well-being.

While it is generally well understood that design is a fundamental tool for differentiation and competitiveness among product and service companies, it is just as powerful a lever for the positioning and sustainable development of cities, countries and nations.

Therefore, in addition to the duty of exemplarity incumbent upon cities, their capacity to meet the challenges of the green and social transition depends more than ever on quality, creativity and innovation in design.

THE AGENDA

The City of Montréal has adopted its own agenda: a stance in favour of high-quality, responsible and sustainable urban development benefiting current and future generations.

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 City of 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.

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:

Quality and exemplarity in design and architecture: For a Montréal that is ecologically sustainable, economically viable, socially equitable, and culturally diversified.

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 Rêvons Montréal 2020–2030 vision.**

To that end, the Agenda process has:

- defined [guiding principles for the design and architectural quality](#) to which Montréal aspires;
- determined, based on a broad-based process of consultation conducted both internally (300 managers and employees of the city’s central departments and its boroughs) and externally (4,500 public- and private-sector stakeholders in land-use planning), the [main challenges](#) currently hindering achievement of said quality, and which will form priorities for action;
- engaged all city departments, boroughs and paramunicipal organizations on a path to transforming their processes and immediately implementing the [strategies](#), measures and initiatives necessary for achieving the goal of quality and exemplarity in design, architecture and spatial planning everywhere in Montréal.

For everybody

The primary beneficiaries of this initiative are the citizens of Montréal. In enhancing the quality of living environments, our aim is to improve comfort and wellness for all, as well as to ensure responsible, long-lasting urban development.

The challenges of ensuring quality and sustainability in design and architecture are of concern to everyone, and this responsibility must be widely shared, both within the city administration and with its partners across the entire territory. In addition, however, because it is motivated by the desire to ensure greater consistency of municipal action in design and architecture, the Agenda is designed to be a tool for supporting employees and elected officials in the city and its boroughs, along with the professional community and private-sector players, in the creation and maintenance of public buildings, spaces, landscapes, goods and services of quality.

Aims

Like similar policies on design and architecture adopted by countries, regions and cities around the world, the Montréal Agenda aims at the following benefits, among others:

- Improvements to the quality of the living environment
- Sustainable development along with territorial and economic resilience
- Implementation of creative processes that foster innovation
- Greater input by citizens into the making of their living environments
- Promotion of the multiple dimensions of design (achievements and processes)
- Enhancements to businesses’ competitiveness and sustainability
- Integration of design principles within companies
- Strengthening of designers’ skills

A plan

In 2018, the City of Montréal adopted the [Create Montréal 2018–2020](#) action plan for design as part of the [Montréal Geared Up for Tomorrow](#) economic development strategy. Create Montréal’s first area of action was to integrate qualitative design and architecture objectives in a cross-cutting manner, into all of the city’s plans and policies. This translated into the commitment to develop and implement the first-ever Montréal agenda for quality and exemplarity in design and architecture, **a municipal guidance document the ultimate goal of which is to impart a taste for design quality in Montréal and the means to achieve it.**

Timeline of the Agenda project

2017

September	CM171092 – Declaration of support for the Ordre des architectes du Québec’s initiative seeking adoption of a Québec policy on architecture: mandate to co-ordinate the Montréal chapter of the policy entrusted to the Bureau du design
December	Survey of international design and architecture policies completed

2018

1st quarter	Steering committees and task force established Task force begins its work
2nd quarter	Municipal authorities adopt the Create Montréal 2018–2020 action plan for design (priority area of action: draft the Agenda) Initial meeting with representatives of professional associations of designers and the professional order of architects Internal consultations (workshops with central departments and boroughs) launched
3rd quarter	Public consultation launched on the Réalisons Mtl /Making Mtl platform Online survey of Montréal-based designers and architects initiated
4th quarter	Report of internal consultations submitted Consultations begin with design/architecture business ecosystem and civil society stakeholders (workshops) Assises de l’Agenda montréalais pour la qualité en design et en architecture published “Les temps de la qualité” international symposium held Report on external consultations published

2019

1st and 2nd quarters	Analysis of Montréal plans and policies conducted Research units constituted; units begin work Internal and external consultations widened
3rd quarter	Montréal chapter of the Québec Architecture Strategy drafted Strategic alignment work (Rêvons Montréal 2020-2030) conducted
4th quarter	Draft Agenda prepared, submitted internally, and validated Montréal 2030 Agenda for Quality and Exemplarity in Design and Architecture adopted by municipal authorities

ASSETS AND OPPORTUNITIES

Montréal, UNESCO City of Design is a collective project that, to become a reality over time, demands that all stakeholders—elected officials, municipal employees, citizens, experts, entrepreneurs and designers—buy into it and make it their own.

Close to 30 years of municipal actions

We are not starting from a blank slate. Recognizing the economic, social and urban importance of design and the presence of a dynamic creative industry with a sizable pool of some 27,000 design practitioners, Montréal began investing in the promotion of this sector in 1991. This decision by the city administration can today be described as visionary: it predated economists' enthusiasm for the creative industries and the emergence of the concept of "creative cities."

With nearly 30 years of municipal actions since the creation of the first design commissioner position, and almost 15 years after the establishment of the [Bureau du design](#), Montréal is today a unique centre of expertise in Québec and the rest of Canada and is internationally renowned for its mediation efforts—coaching, awareness, promotion—in support of quality in design and architecture.

UNESCO City of Design (2006)

In June 2006, following the creation of the Bureau du design, Montréal was named a [UNESCO City of Design](#), thereby joining the [Creative Cities Network](#) established by UNESCO, which now includes 246 member cities in seven creative fields (Crafts and Folk Art, Design, Film, Gastronomy, Literature, Media Arts, and Music), of which 40 are Cities of Design. In attributing that 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 city administration, other levels of government and civil society to build on that strength for the purpose of enhancing Montrealers' quality of life.

The UNESCO designation is neither a label nor a form of recognition. It is an invitation to develop Montréal around its creative forces in design. "Montréal, UNESCO City of Design" is thus a project for an entire city: a collective project that, to become a reality over time, demands that all stakeholders—elected officials, municipal employees, citizens, experts, entrepreneurs and designers—buy into it and make it their own. Since 2006, Montréal's membership in the Creative Cities Network has significantly contributed to building new momentum and greater confidence, aiding the evolution from a city recognized as a city of designers toward one with the coveted status "City of Design."

The designation, now subject to renewal based on four-year assessments (2016, 2020, 2024, 2028...), explicitly engages the Creative Cities to bring their actions, policies and programs in line with the goals of the United Nations 2030 Agenda for Sustainable Development and the [New Urban Agenda \(Habitat III\)](#). Some of Montréal's achievements have already been included in lists of best practices selected by UNESCO in its [Global Report on Culture for Sustainable Urban Development](#) (2016) and for its [LAB.2030](#).

Québec Architecture Strategy

On September 25, 2017, Montréal city council joined some 50 cities, towns and boroughs in Québec in declaring support for the Ordre des architectes du Québec's initiative seeking adoption of a Québec policy on architecture. In its [declaration](#), council tasked the city's Bureau du design with conducting a consultation and consensus-building process with partner organizations in the design community, the boroughs, and central departments to draft the outline of the Montréal chapter of the proposed policy, consistent with the city's status as Québec's metropolis and with the "Montréal Reflex" framework agreement. This process urged the city to question its own practices in order to better define its expectations vis-à-vis the Government of Québec.

In June 2018, the Government of Québec announced, as Measure 19 of its [2018–2023 government action plan for culture](#), the creation of a government strategy on architecture.

The Québec Architecture Strategy will make citizens the focus of thinking and aim at adoption of exemplary practices in government-led projects as well as introduction of incentivizing measures for projects that it subsidizes. In so doing, it will respond to the needs of Quebecers by ensuring that architecture contributes to shaping Québec identity, and by making culture a fundamental component of the quality of our living environments and the vitality of our communities. This strategy will ensure greater quality and sustainability of projects, consistent with the principles of sustainable development. It will also contribute to people's sense of shared identity, the international attractiveness of the territory, and to perspectives for economic growth and tourism promotion.

(Source: Excerpt from the [press release issued by the office of the Québec Minister of Culture and Communications](#), April 5, 2019)

This outlook prompted the City of Montréal, itself mindful of taking exemplary action on its territory, to begin a process, beginning in fall 2017, toward adoption of its own guideline document in favour of quality in design and architecture.

Rêvons Montréal 2020-2030

Members of the public and City of Montréal teams were consulted online in spring 2019 to arrive at a shared vision of the Montréal of tomorrow. The green, social and solidarity transition was prominent among the concerns and priorities that emerged from the consultation. The city now invites all of its central departments as well as the boroughs and organizations to align their plans and policies, including those yet to be developed and those being reviewed, so that together, we can meet the challenge imposed by the climate emergency.

In making designers and architects partners in the green and social transition, the Montréal Agenda for Quality and Exemplarity in Design and Architecture is designed to be a lever for implementing the [Rêvons Montréal 2020–2030](#) vision.

QUALITY
AND EXEMPLARITY
IN DESIGN

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

“Good” design

This definition, like most definitions of design, embodies qualitative aspirations that aim at social well-being. When people say “design” or “architecture,” however, it isn’t necessarily synonymous with “good design” or “good architecture.”

Good design is above all:

SUSTAINABLE DESIGN

It results in objects, systems or services that work esthetically, functionally and commercially, improving people’s lives and making positive impact on the planet.

A PROCESS COMBINING CREATIVITY AND INNOVATION

Creativity generates ideas and innovation leverages them. Good design connects the two. It links ideas to markets, shaping them to become practical and attractive propositions for customers or users.

AN INVESTMENT

Good design is a quantifiable benefit, not a cost. Its value can be measured economically, socially and environmentally.

COLLABORATION BETWEEN GOOD DESIGNERS AND GOOD CLIENTS

Good design is most likely to happen when a good designer’s training, skills and experience come together with a client who knows how to use them.

Source: [The Good Design Plan](#): National Design Strategy and Design Council Delivery Plan 2008–2011

Guiding principles for ensuring quality in design and architecture

The following principles, inspired by three sources gleaned during a survey of international design and architecture policies, provide ways to solidify the foundations of Montréal's conception of design and architecture quality.

Thus, to set examples and guarantee production of quality design and architecture, Montréal:

- Makes **SUSTAINABILITY**—social, cultural, economic and environmental—an integrative objective in order to promote production of projects that take into account the complexity and multiple dimensions of city living, improve the lives of residents, and have a positive impact on our planet.
- Builds on practices and processes that combine **CREATIVITY AND INNOVATION**, stimulate new ideas, find solutions to financial challenges, generate value, and foster participation and engagement by one and all.

Sources: [Better Placed: An integrated design policy for the built environment of New South Wales, Australia, 2017](#)

[Design and Construction Excellence 2.0: Guiding Principles](#), New York City, 2016

[La qualité des constructions publiques](#), Mission interministérielle pour la qualité des constructions publiques (interdepartmental mission for the quality of public construction projects), France, 1999

SUSTAINABILITY



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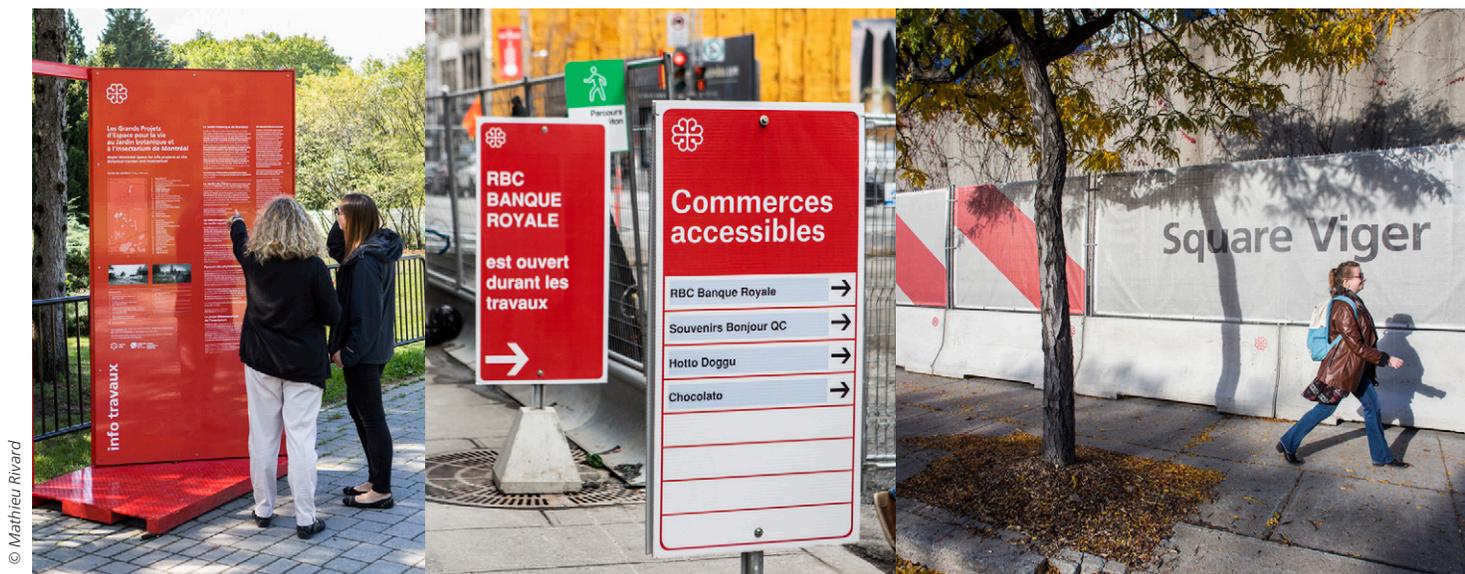
Parcours Gouin visitor centre Borough of Ahuntsic-Cartierville, 2017

ARCHITECTURE: BIRTZ BASTIEN BEAUDOIN LAFOREST ARCHITECTES (GROUPE PROVENCHER_ROY)

LANDSCAPE ARCHITECTURE: GROUPE ROUSSEAU LEFEBVRE

A space for gathering, education and cultural mediation, the Parcours Gouin visitor centre offers diversified programming structured around three themes: the environment, history & culture, and sports & recreation. This cross-cutting vision characteristic of sustainability principles finds concrete expression in various kinds of activities along a route comprising 16 riverfront parks and three nature parks connected by a cycle path. The first-ever net-zero energy building in Montréal, the visitor centre produces as much energy as it consumes over a one-year cycle. Built in such a way as to reduce energy requirements to the minimum, it is meant to be a showcase for an environmentally responsible living.

CREATIVITY and INNOVATION



Toolbox for mitigation of worksite impacts City of Montréal, 2014–2019

INDUSTRIAL DESIGN: PARA-SOL, DIKINI

GRAPHIC DESIGN: PRINCIPAL, PAPRIKA

SERVICE DESIGN: VÉRONIQUE RIOUX DESIGN INDUSTRIEL

Montréal's Bureau du design and its Service de l'expérience citoyenne et des communications (Citizen Experience and Communications department) devised a toolbox for improving the visual and functional quality of spatial design in the vicinity of its worksites. It is aimed at project managers, communications managers and anyone else involved in planning and managing a municipal worksite. It contains tools for better informing residents on the nature of the work and the project, better delimiting the work zone, and better directing users, easing access to the various services affected (e.g., parking, stores).

The tools were designed to address needs recurrent on all worksites. They include banners installed on site fencing, notice boards, and information modules. Developed using graphic design consistent with the city's visual identity, they help distinguish municipal worksites from those of other contractors present on the territory. Formats and materials were optimized to constitute a system of generic tools that make it easier to manage and operate any scale of site, while increasing municipal managers' autonomy.

Throughout the project, the tools were designed, prototyped, tested, and adjusted with support from industrial designers and graphic designers and in close collaboration with all worksite users (project managers, communications managers, contractors, and residents).

Based on these principles of sustainability, creativity and innovation, Montréal is committed to leveraging design and architecture in all of its actions having an incidence on the quality of living environments, so as to shape a city that is:

- Conducive to **HEALTH** and **WELLNESS** for all
- More socially **EQUITABLE, PLURALISTIC** and **INCLUSIVE**
- More environmentally **RESPONSIBLE**
- More economically **EFFICIENT**
- More culturally **ATTRACTIVE** and **FULFILLING**
- More **CLIMATE-RESILIENT**

Note: All of the achievements presented in this chapter are award-winning. They have been selected to illustrate the principles ensuring quality and for their exemplary nature.

Greater HEALTH and WELLNESS for residents, without social exclusion

- The quality of design and architecture in the city has a decisive influence on its residents' health and wellness. A well-designed space can encourage people to engage in and enjoy physical activity, which reduces the risk of illnesses. Environments with obvious landmarks, clear wayfinding, and a good balance of built features and natural spaces can help create a feeling of wellness, contribute to decreased anxiety, and improve quality of life for people struggling with mental issues.
- A variety of design strategies can be deployed to foster health and wellness: creating a network of environments across the city that can have a therapeutic effect and contribute to well-being; designing spaces that encourage participation and gathering via flexible street furniture; designing streets conducive to safe pedestrian traffic, etc.



© Yanick Macdonald

TREKFIT, system of outdoor fitness modules

INDUSTRIAL DESIGN: SIGNATURE DESIGN COMMUNICATIONS

TREKFIT creates state-of-the-art solutions for active municipalities that value the well-being of their residents, collective appropriation, universal design, harmonious integration, and healthy lifestyles. TrekFit is also the name for a system of outdoor fitness modules developed by an interdisciplinary team that includes industrial design expertise. This street furniture inspired by traditional fitness obstacle courses provides a full-body workout based on body-weight resistance, with no other apparatus involved. The equipment is fixed, and it is users who adapt to it, not the reverse, such that people of all sizes and weights can position themselves properly based on their body type and the exercises they are interested in. Programs are available for wheelchair users, the elderly, beginners, active women, and people looking for a more challenging workout. The exercise stations are simple, durable and versatile, and make for distinctive features in community spaces, be they neighbourhood parks, cycle paths, hiking trails, or private leisure spaces.

More socially EQUITABLE, PLURALISTIC and INCLUSIVE

- Research shows that quality design can strengthen civic engagement and build social capital, which helps communities prosper. Better-designed neighbourhoods can contribute to an increased sense of shared identity, enrich community life, foster social cohesion, and help people live better together. Public buildings and spaces with exemplary design can stimulate social interactions and in turn aid in the integration and expression of multiple communities. Besides its esthetic quality, a public project's true value is thus evaluated based on its usage quality. The latter is intrinsically linked to wellness, accessibility, engagement with the site, safety and security, and flexibility.
- Design strategies can be used to build a city that is more equitable, inclusive and respectful of its historical foundations: exploiting all of the design disciplines to encourage the widest possible use of public facilities; relying on design processes (e.g., participatory programming, workshops) to encourage intercultural participation and dialogue as part of project design; creating public spaces that promote cross-generational and cross-cultural use; etc. This includes incorporating gender-based analysis into project planning and design, taking into consideration the needs of anyone who might be subject to discrimination based on gender, age, socio-economic status, ethnocultural background, disability or sexual orientation.



© Nikkol Rot

© Denis Labine, Ville de Montréal

Benny Farm Borough of Côte-des-Neiges–Notre-Dame-de-Grâce, 1998–2018

Benny Farm, Master plan and residences, Phase 1

ARCHITECTURE: SAIA BARBARESE TOPOUZANOV ARCHITECTES, CLAUDE CORMIER ARCHITECTURE DE PAYSAGE ET DESIGN URBAIN

Benny Farm, Residences, Phase 2:

ARCHITECTURE: PEARL, PODDUBIUK ET ASSOCIÉS, ARCHITECTES FOR L'ŒUF

Notre-Dame-de-Grâce Cultural Centre

ARCHITECTURE: ATELIER BIG CITY

Completed over a 20-year period between 1998 and 2018, the Benny Farm project provides eloquent proof that quality engenders quality. The development approach was pioneering in many respects, in terms of the practices and processes that went into designing and building a high-quality urban complex: a working group comprising all stakeholders was created; a participatory process was set up to reach consensus on a master plan; an ideas competition was held for the design of the overall plan; the original buildings were retained as an initial resource-saving action; and a green-design approach was perfected that involved innovative techniques for the time (e.g., renewable energy sources, a filter marsh for water treatment, green roofs). Although development of the site was not without its challenges, Benny Farm is today recognized as a model for partnership-based development of large-scale affordable housing. The recently completed Notre-Dame-de-Grâce Cultural Centre, which was the subject of an architecture competition, complements the layout envisioned in the initial development plan.

More environmentally RESPONSIBLE

- The design, construction and use of our built environment account for nearly 40% of CO₂ emissions in Canada. Designers and architects therefore have an important role to play in meeting the challenges of the green transition. Innovative and outside-the-box solutions must be found to significantly reduce the adverse environmental impacts of design and architecture projects, promote use of materials with a low ecological footprint, and favour recycling and repurposing of buildings. In fact, the city's development must be entirely rethought to ensure carbon neutrality over the medium term, accentuate mixed developments, optimize urban densification, and promote development of pedestrian-priority districts. All of these challenges will require creativity and innovation.
- Design strategies are key to meeting the challenges of making our city more environmentally responsible: for integrating life-cycle analysis of assets and their sustainability into design of all buildings and facilities; promoting use of passive building strategies (e.g., insulation, sun exposure, natural ventilation) to lower energy costs; incorporating urban ecology strategies in buildings (e.g., plantings, rainwater collection); and so on.



© Adrien Williams

Le Phénix Borough of Sud-Ouest, 2014–2019

ARCHITECTURE, STRUCTURAL ENGINEERING, SUSTAINABILITY, INTERIOR DESIGN, BRANDING, AND GRAPHIC DESIGN: LEMAY

Le Phénix is a conversion of a former 1950s industrial building in the Borough of Sud-Ouest. The site is now the headquarters of design and architecture firm Lemay, a workplace for 350 professionals. This repurposing was driven by the conviction that sustainable development can be a catalyst for the design of high-performance, fulfilling workplaces and enable a resurgence of healthy living environments in a context of social and economic viability. The project includes several green innovations (e.g., photovoltaic solar panels, heat recovery system, green wall), while aiming at net-positive energy consumption and zero-carbon practice. Building use is governed by internal rules that emphasize active living, waste reduction, public-transit use, and individual employee empowerment as concerns sustainability principles. Le Phénix is designed as a test bed for best practices and a lab for proof-of-concept of technology innovations before they are recommended to the firm's clients.

More economically EFFICIENT

- Quality design and architecture generate economic value as well as assets and spaces that are more durable and distinctive, less expensive to maintain over the long term, have higher perceived value, and are thus more “profitable” or “efficient.” In today’s era of globalization, in which quality of life has become a determining factor in attracting talent and companies to cities, design is a key element in positioning and growth, as seen in the brand-building strategies developed around labels such as Creative City, City of Design, etc. Montréal stands out from other large North American cities thanks to vitality and strong growth in the creative industries of architecture and design. Beyond the numbers, the design sector’s importance to Montréal lies above all in its potential as a driver of growth in other sectors and its strong incidence on quality of the living environment and territorial attractiveness.
- Various design strategies can be employed to improve the city’s economic performance: devising a public spaces that will act as levers for the commercial revitalization of an entire district; stimulating growth in a particular industry segment via design of a strong visual identity or landmark building; designing spaces for transitional uses of vacant premises so as to reveal their potential; making good use of subsidy programs to incentivize integration of designers in commercial and industrial renovation projects; etc.



© Dominique Lafond



© Steve Montpetit

Boulangerie Guillaume Borough of Plateau-Mont-Royal

ARCHITECTURE AND INTERIOR DESIGN: L. MCCOMBER LTÉE

GRAPHIC DESIGN: ATELIER CHINOTTO

Thanks to a creative design that properly materializes the vision that sparked this project, this store makes a successful break with the traditional image of a bakery. The owners' vision was that the baker's work should be a tool for professional and personal growth and community participation. Thus the artisans, normally hidden from public view, are foregrounded and customers are prompted to watch them and be part of the transformation of flour into bread. The design meets this challenge by opening, without obstructions, the area where the product is sold onto the space where it is made. The space has a rawness, punctuated by a well-integrated graphical gesture, creating a strong identity that contributes to its success. The quality of the workspace provided by the design helps to attract interested employees who identify with the business and remain loyal to it. Since the work was completed, sales have jumped by 30% and the number of workers has grown by the same amount. The owners feel they have played a part in the upturn in the neighbourhood's fortunes, with a host of new small businesses in the food services Industry arriving, transforming the local retail offering into a destination shopping experience that is attracting more and more tourists.

More culturally ATTRACTIVE and FULFILLING

- Design and architecture greatly influence lifestyles and the ways in which residents use and engage with urban areas. The local character of a space, its *genius loci*, has a direct impact on people's relationship (positive or negative) to their surroundings. That "sense of place" is defined by the physical environment, but is also linked to the context and history of a site, its practices and uses, to the sensory experience of the space, the mood and atmospheres emanating from it and therefore, more globally, to the social and cultural values making up that site's particular imprint. Consideration for those social and cultural values ensures design or architecture of superior quality that makes a space more fulfilling for the people who live there and more attractive to visitors.
- Design strategies can be used to build a city that is more attractive and culturally fulfilling: holding ideas workshops with members of the public before beginning the formal work of design so as to ensure better consideration of the social and cultural values associated with a site; incorporating thinking about intangibles (moods, atmospheres, sensory experiences) into the work of programming; making competitions open so as to favour greater innovation in public projects; and the like.



Place Valois, Promenade Luc-Larivée and Simon-Valois meeting place Borough of Mercier–Hochelaga-Maisonneuve, 2001–2018

PRELIMINARY DISTRICT DEVELOPMENT PLAN: CONSORTIUM OF ATELIER IN SITU, ATELIER BRAQ
AND NICOLE VALOIS, ARCHITECTE PAYSAGISTE

PLACE VALOIS: CONSORTIUM OF SCHÈME-AUS

SIMON-VALOIS MEETING PLACE: CIVILITI + FRANÇOIS COURVILLE + UDO DESIGN

Development of this project began with an extensive process of consultation led by the Collectif en aménagement urbain Hochelaga-Maisonneuve. This marked the first time that the city entrusted a local organization with the task of consulting residents on how best to redevelop a specific site. A preliminary district development plan was then mapped out; one of the very first actions in implementing it was to lay out the public square as recommended, as the linchpin of the development and a key site for the revitalization of the Promenade Ontario retail district. This former railway level crossing thus became a true urban square, and had a significant leveraging effect on construction of residential and commercial buildings in the vicinity. Private-sector funding accounted for fully 80% of the investments made following the creation of the square. Building on that initial success, the borough launched a multidisciplinary design competition in 2017 to create a meeting place next to the square, by converting two shared sections of roadway on Rue Ontario and Avenue Valois. The competition was part of the city's *Programme d'implantation de rues piétonnes et partagées* (pedestrian and shared streets implementation program), an initiative that seeks to accelerate implementation of pedestrian isolation projects in public spaces, so as to make citizens the focus of urban dynamics and central to urban development processes.



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Belvédère de la Maison du citoyen Borough of Rivière-des-Prairies–Pointe-aux-Trembles, 2017

ARCHITECTURE: ATELIER PAUL LAURENDEAU

One of the permanent legacies of Montréal's 375th anniversary celebrations, this development employs light, airy architecture and overlooks the river shore to offer a striking panorama. The site was regraded to create a gentle slope that provides a natural amphitheatre space for people to sit in front of the stage and enjoy a spectacular view of the St. Lawrence River behind it. The space is accessible at any time, and in summer and fall is used for outdoor events, various shows and musical performances. In winter, the borough installs an outdoor skating rink at the foot of the structure.

The lookout quickly became popular as a space for gathering and contemplation, showcasing the beauty of the landscape while providing privileged access to the riverbank. This new facility guarantees equitable access to arts & culture while helping strengthen the community. It is next to the *Maison du citoyen* and not far from the borough administrative offices.

More CLIMATE-RESILIENT

- The contribution of design and architecture to climate resilience is undeniable. Better-designed buildings, sites and neighbourhoods can help mitigate the impacts of climate change. In addition, use of resilient design strategies can provide effective responses to potential extreme weather situations. As such, all of the design disciplines (including industrial design, architecture, urban design, planning, etc.) are invited to be part of achieving objectives involving creation of carbon-neutral living environments and implementation of practices targeting sustainable urban planning and transportation.
- Design strategies are a core response to the challenges of making our city more resilient to climate change: creating developments and buildings that can resist extreme weather events (e.g., storms, flooding) through use of adapted materials and flexible solutions; devising systems that favour natural materials so as to protect flood-prone shorelines; taking a service-design approach with vulnerable communities to help them better prepare for extreme situations; etc.



Master development plan for the Saint-Laurent Biodiversity Corridor Borough of Saint-Laurent, 2017

MASTER DEVELOPMENT PLAN: BIODIVERSITÉ CONSEIL, CIVILITI, LAND ITALIA, TABLE ARCHITECTURE

This long-term project, to which Saint-Laurent has committed over a 20-year period, aims at transforming an area consisting mainly of built elements and hardscapes into a biodiversity corridor that will protect existing natural habitats, promote fauna and flora diversity, address heat-island effects, improve resilience to climate change, and provide residents with access to quality green spaces. The innovative vision to transform the area was mapped out in a master development plan created by the winning team in the multidisciplinary landscape architecture competition held in 2017. That master plan calls for a series of spatial planning actions that will restore life in all its forms to the corridor: greening brownfield media strips below overhead power lines, restoring connections between the various existing hubs of biodiversity, laying out wildlife crossings between various borough parks, creating rain gardens to optimize stormwater management, and using building roofs in the industrial areas to support biodiversity. Given the problems linked with increasing biodiversity loss, Saint-Laurent's initiative can be considered a laboratory for imagining novel solutions scalable to other areas of Montréal and the surrounding region.

CHALLENGES AND STRATEGIES

High-quality *Baukultur* (building culture) calls for efforts in the field of education and awareness-raising, with a view to enabling better judgments regarding *Baukultur*. 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

Obstacles to quality in design and architecture: priorities for action

Design must be a tool, and quality a requirement, so that all of us can better build the city, together.

Comment by a participant in one of the consultation meetings

The Agenda grew out of a broad-based process of consultation and consensus-building conducted both internally (central departments and boroughs) and externally (public- and private-sector stakeholders in land-use planning), in person as well as online. That process resulted in an outline of obstacles to quality, broken down into six major families, which constitute the **challenges to be tackled in order to sustainably improve design and architectural quality in Greater Montréal.**

Six families of challenges emergent from the internal and external consultations

1. Design culture and quality

- Design culture undervalued across the city administration
- Limited understanding of the concept of design and its processes, which are perceived as elitist
- Social housing associated with a notion of modesty/constraint
- Lack of tools and resources for coaching and ensuring widespread awareness and implementation of good design

Design's importance as a factor in personal and collective wellness and a driver of sustainable development is acknowledged. Participants, however, bemoaned the fact that design is not sufficiently integrated into Montréal's culture and practices, and expressed the need to create tools and resources to provide improved guidance for quality.

2. Regulatory framework for urban planning

- Inequalities in departments' and boroughs' understanding of regulations and their enforcement
- Limited adaptation of regulatory tools to evolving practices
- Lack of guides, management tools and plain-language communications
- Lack of global vision

The regulatory framework is not always well understood, and some stakeholders may find enforcement cumbersome. Harmonization of bylaws across the boroughs is an important issue; another is upgrading of certain regulatory Instruments such as the [Bylaw Relative to Site Planning and Architectural Integration Programs](#). The composition and terms of reference of the [Urban Planning Advisory Committees \(CCU\)](#) should also be reviewed. Thinking should also be conducted ahead of the implementation of innovative new types of bylaws that would better promote good design.

3. Supply-chain rules and procedures

- Often restrictive rules and procedures that do not promote quality
- Lack of measures conducive to opening up public tendering to emerging design practitioners
- Few firms interested in responding to municipal requests for proposals
- Misunderstanding of the opportunities available under the *Cities and Towns Act* and the amended rules for contract management
- Lack of measures promoting integration of design culture within companies

There needs to be a comprehensive reflection by multiple municipal departments on supply-chain management rules and procedures to bring in more flexibility, better promote quality and circular-economy principles, raise the interest of firms with talent in tendering on municipal projects, promoting diversity of teams, and encouraging up-and-coming firms to access public tenders. The new rules for contract management offer opportunities that still seem to favour the lowest bidder. In addition, the city should do more to stimulate integration of design culture within companies by introducing concrete measures.

4. Project management

- Planning deficiencies upstream of projects
- Budget issue and financial challenges
- Highly segmented project development process characterized by high stakeholder mobility
- Loss of quality during development and over the long term
- Political constraints

In the area of project management, obstacles to quality in design and architecture vary in nature. Improvements should be sought by ascribing greater importance to the planning stage of projects, which is decisive. Other challenges mentioned included the need to better match needs to costs, to ensure better qualitative tracking of projects (as already exists for costs and risk management), and to prevent political parties' terms in power from conflicting with project completion timetables.

5. Work organization

- Work organization strongly subject to the silo effect
- Need to develop design skills and promote a culture of collaboration
- Lack of internal expertise

It is hoped that instilling a culture of collaboration will enable implementation of more cross-cutting working methodologies and collaborative approaches to service design that will deliver greater benefits to citizens. Participants made various proposals regarding development of design skills and pooling of resources, which would drive improvements in project planning and quality.

6. Design and sustainable development

- Limited consideration of sustainability principles in project development
- Need to devise practices that associate design and sustainable development

The principles and practices of sustainable development should be more widely integrated into design and architecture projects in order to build an ecologically viable and responsible city. This involves introduction of participatory, cross-cutting and interdisciplinary approaches, imposition of sustainability criteria, and integration of life-cycle analyses into project design.

Strategies

Six strategies for instilling a design culture in Montréal

In light of the results from the internal and external consultations and the issues raised, it can therefore be asserted that implementation of the following strategies is key to **improving the quality and exemplarity of design and architecture in Montréal**:

- Ensuring 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.
- Integrating the principles and practices of **SUSTAINABLE DEVELOPMENT** via preservation of built heritage and execution of design and architecture projects according to a global vision encompassing the cultural, economic, environmental, and social dimensions.
- Enacting quality **PROCUREMENT RULES AND PROCEDURES** so as to select the best design and construction providers, promote rotation, and make room for the emerging generation.
- Implementing **PROJECT MANAGEMENT METHODS** and tools that ensure quality is maintained over the full life cycles of projects.
- [Re]organizing work so as to promote **CROSS-CUTTING AND CROSS-DISCIPLINARY PRACTICES**.
- Updating the **REGULATORY FRAMEWORK** for urban planning for greater consistency and to foster introduction of innovative practices.

Instilling a design CULTURE, so that design and architectural quality becomes an issue of common concern to all Montrealers, from citizens to lawmakers, is a necessary common denominator for the success of all these strategies.

IMPLEMENTATION OF THE AGENDA 2020-2030

The Agenda engages all city departments, boroughs and paramunicipal organizations on a path to transforming their processes and immediately implementing the strategies necessary for achieving the goal of quality and exemplarity in design, architecture and spatial planning everywhere in Montréal.

Research and further study

The extensive consultations conducted as part of development of this Agenda were not limited to identifying obstacles to quality in design and architecture; they also delivered many proposals for removing those obstacles. Many of these now form the basis for research work being overseen by the task force through six work units comprising experts from the professional and academic communities.

Their work aims at, among other things:

1. Developing a quality-management plan
2. Exploring the harmonization of competitions and integrated design processes
3. Strengthening requirements for construction, renovation and maintenance of our own municipal buildings and facilities
4. Favouring quality and sustainability of social and subsidized housing
5. Providing improved guidance for quality of projects in the private sector
6. Mapping out an action plan covering culture, awareness and promotion of the principles of architectural and design quality

Once documented, the recommendations stemming from this work will be given priority during 2020 and then incorporated into the city plans and policies on which their implementation is dependent.

The taste for quality and means to achieve it

Over the past two years, during development of the Agenda, we have imparted a taste for quality and exemplarity within the workings of the municipal government and among our partners. Now, we must give ourselves the means to achieve them.

Those means will imply changes to the ways we do things that will have an impact on every one of the city's areas of action: procurement, legal affairs, human resources, culture, communications, finance, organizational performance, etc.

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

It engages our current administration, first of all, and those that will succeed it, over the next decade, on paths of **exemplarity**, **experimentation** and **innovation**, impelling us to remove, one by one, the obstacles to quality in design and architecture and to change our processes to design, preserve and enhance a quality built environment and urban landscape in Montréal, in a demanding context of green and social transition.

The main challenges currently hindering achievement of said quality now form our priorities for action. As such, implementation of the Montréal Agenda for Quality and Exemplarity in Design and Architecture:

- **WILL BE TANGIBLE** according to 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 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;

- **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;
- **WILL BE MEASURED** over a 10-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.

The Bureau du design: a facilitator for implementation of the Agenda

This initial agenda is the result of collective work conducted at the City of Montréal since fall 2017 and co-ordinated by the Bureau du design, which is part of the city's Economic Development department.

The current team forms a centre of expertise that is unique in Québec and the rest of Canada for its mediation efforts — coaching, awareness, promotion— in support of quality in design and architecture.

Over the years, the Bureau du design has developed tools enabling it, among other things, to:

- have a solid understanding of and spread the word about Montréal's talents and strengths in all of the design disciplines; and
- provide proper supervision and guidance for the innovative processes that it advocates.

That expertise is increasingly sought by other cities and towns, organizations, and government departments in Québec and is a bona fide asset for Montréal. Continuing in its role as co-ordinator of an approach that must be implemented in a cross-cutting manner within the city, the Bureau du design will be facilitating implementation of the three areas of action of this initial agenda.

The Montréal Agenda for Quality and Exemplarity in Design and Architecture commits the city to promoting the use of design and upholding quality projects across the entire metropolitan area. This initial Agenda positions designers and architects as front-line partners in successfully negotiating the green and social transition.

APPENDICES

GLOSSARY

Circular economy

A production, exchange and consumption system that aims at optimizing the use of resources at all stages of the life cycle of a product or service, based on a circular design, while reducing the carbon footprint and contributing to the well-being of individuals and communities.

(Source: *Pôle québécois de concertation sur l'économie circulaire*)

Creative and cultural industries

As a mainstay of Montréal's distinctive identity and character, the cultural and creative industries are a meeting point for creativity, culture, technology, and innovation. These industries include architecture and design, fashion, multimedia and video games, digital arts as well as traditional visual and live arts. They are a genuine source of economic strength, creating quality jobs in promising sectors (92,000 jobs and \$8.6 billion in annual economic benefits to the Greater Montréal Area).

(Source: *Doing Business in Montréal: Action Plan for Entrepreneurship 2018–2022, Service du développement économique, Ville de Montréal*)

"Those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property."

(Source: *UK Department for Culture, Media & Sport; 1998*)

Design Quality processes

Design Quality processes stimulate experimentation while fostering creativity and innovation to address multiple challenges with an eye to greater quality in design. Design review panels, workshops and competitions are three examples of processes in the time-tested "toolkit" developed by the City of Montréal in the service of design quality. Each has specific characteristics:

Design review panel: A process for ensuring qualitative tracking of a project via coaching by planning experts. Panels of experts in different disciplines (e.g., architecture, design, landscape architecture) act "upstream," from the preliminary phases of a project, and complement the existing administrative commissioners with expertise specifically covering design quality and the means to achieve it.

Design workshop: A process of idea generation and design most often used ahead of a commission to explore and validate new ideas, which are then incorporated into the program of work. Because of its participatory nature, the workshop also provides a concrete means of applying "bottom-up" urban planning. This open process is thus especially well-suited to urban projects and is a communications exercise conducive to development of shared visions

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

"Depending on the context, the idea above all is to establish the right process for the right project."

Francesco Della Casa, Chief Architect,
Republic and Canton of Geneva, Switzerland

Green transition and sustainable development

Ecological or **green transition** is a concept encompassing a set of principles and practices adopted with an eye to achieving renewal of our economic and social model. These changes to how we consume, work, produce, and coexist are destined to serve sustainable development and address major environmental challenges like climate change, biodiversity loss, dwindling resources, and increased environmental risks. The transition is a movement of initiatives to ensure a community's resilience; i.e., its capacity to continue functioning despite external economic or ecological crises. In urban planning, transitioning means more densification, generation of green spaces, energy efficiency, etc. The transition movement urges concrete actions consistent with the concept of sustainable development.

(Source: European Observatory of Transition)

Sustainable development "is development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Brundtland Report, 1987). It implies development that is economically effective, socially equitable and ecologically sustainable. It encourages the engagement and participation of all community stakeholders in the decision-making process. This means a two-fold approach: sustainability must be ensured over time (between generations and in consideration of environmental and demographic constraints) and in space (principle of universal destination of goods; the equal rights of all humans to access natural resources).

Procurement conducive to rotation and making room for emerging design and architecture practitioners

A set of legislative and regulatory frameworks, conditions and criteria promoting access to municipal contracts by greater numbers of more diverse suppliers, including emerging ones, such that the city, through its traditional goods and services procurement methods or by holding competitions, contributes to the development of expertise and to more open public and private tendering. "Emerging" refers to individuals and firms with fewer than 10 years' practice in their discipline.

(Source: Bureau du design, Service du développement économique, Ville de Montréal)

Service design and Design Thinking

Service design targets the forms and functions of services from the point of view of users or customers. It aims to ensure that the service interface is useful, usable and desirable from the user or customer's standpoint, and effective, efficient and differentiating from the supplier's standpoint. The City of Montréal has begun using this approach to rethink municipal services and how it delivers them to users (e.g., employees, companies, people) so as to properly respond to their needs and expectations.

Design thinking is a problem-solving process that uses an iterative methodology centred on in-depth analysis of user needs and aspirations and on prototyping of solutions to properly address them. These solutions may be completely different in nature—products, services, experiences, new forms of management, etc.—but all must aim at being desirable (is it one that users need?), feasible (is it functional and achievable using current technology) and viable (does it fit with a sustainable economic model). Design thinking is to design as the scientific method is to science. It is no substitute for the work of creators.

Service design and design thinking are now two key concepts central to companies' and institutions' development approaches, both in the public and private sector. More and more cities across Canada are building on co-creation and innovation in design to progress toward a culture that brings all stakeholders on board, breaks down silos, improves citizen engagement, and stimulates the local economy.

(Source: Les assises de l'Agenda montréalais pour la qualité en design et en architecture, Ville de Montréal, 2018)

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The Cities of Design subnetwork created a working group in 2018, led jointly by Montréal's Bureau du design and the City of Dundee, Scotland, to document best practices in design policies around the world and share this knowledge to inspire other cities. The Montréal 2030 Agenda for Quality and Exemplarity in Design and Architecture drew from that intelligence, and Montréal's experience will in turn benefit other members of the Creative Cities Network.

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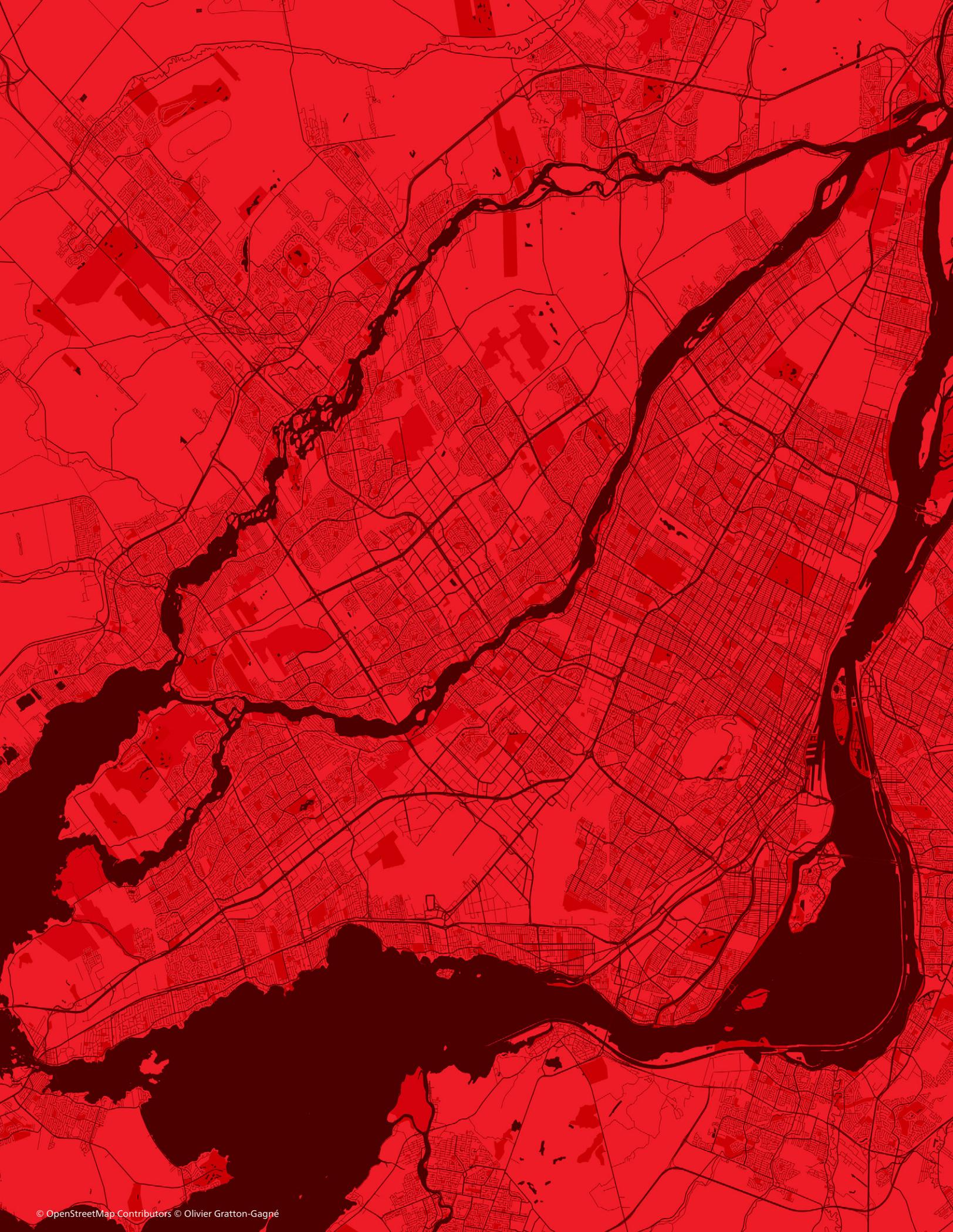
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