

# 2018-2022 Strategic Plan consultation



Conseil  
des arts  
et des lettres  
du Québec

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# 1. Background

## 1. BACKGROUND

- **At the request of Québec's Department of Culture and Communications (Ministère de la Culture et des Communications/MCC), CALQ's 2012-2016 Strategic Plan was enhanced and extended until March 31, 2018.**
- **CALQ must put together a new Strategic Plan, which will take effect on April 1 and will cover a four-year period (2018-2022).**

## 1. BACKGROUND

- **CALQ is a Québec government-owned enterprise that reports to the MCC.**
- **CALQ is governed by three pieces of legislation:**
  - **Its incorporating statute**
  - **Québec's *Act respecting the governance of state-owned enterprises***
  - **Québec's *Public Administration Act***

**Certain aspects of CALQ's Strategic Plan are aligned with the above legislation and are required to comply therewith.**

## 1. BACKGROUND

- **CALQ is at the centre of a vibrant, flourishing and ever-changing artistic environment:**
  - **CALQ seeks to remain attuned to current trends and responsive to the real needs of creators and organizations with a view to providing support tailored to professional artistic and literary practices.**

- **CALQ's areas of focus in recent years have sought to address a number of important broad-spectrum issues:**
  - **Hybrid nature of artistic disciplines**
  - **Diversity of clienteles and audiences**
  - **Generational renewal**
  - **Quality and viability of artistic and organizational approaches**

## 1. BACKGROUND

- **The useful life of artistic works**
- **Promoting the arts**
- **Research, experimentation, technological changes, innovation, boldness**
- **Spotlighting key notions, including excellence and peer recognition, as the central focus of CALQ's activities.**

## 1. BACKGROUND

- **CALQ undertook to address these issues while upholding the principles of flexibility, equity and simplicity in its approaches and processes:**
  - **Reviews of its main programs were carried out. Along the same lines, the MCC undertook to review Québec's Cultural Policy.**
  - **Thanks to a consultation tour of Quebec's regions, in addition to the submission of 450 position papers and some 3,000 survey responses, the priorities of the general public and the cultural sector became clear.**

## 1. BACKGROUND

- **CALQ is the prime stakeholder capable of attesting to trends in the professional artistic and literary sector.**
- **CALQ's close ties with the sector play a key role in this regard.**

## 2. Analysis of current issues

## 2. ANALYSIS OF CURRENT ISSUES

- **Flexibility in dealings with clients**
- **Concern for community diversity**
- **Diversified viewpoints for juries and evaluation committees**
- **Peer evaluation based on artistic quality and mandate fulfilment**
- **Emphasis on excellence and viability rather than historical considerations**

- **Extend the useful life of creative/production projects via improved dissemination of artistic/literary works**
- **Support innovative models, shared services and aid-based initiatives**
- **Promote works and creators with a view to reaching audiences more effectively**
- **Recognize specific geographic particularities**

# 3. Achievements

## optimization of programs and processes

- **Program review:**
  - **Anytime registration  
(financial aid for artists and organization-led projects)**
  - **New territorial program**
  - **Financial aid program review is underway**
  - **Measures tying in with the Digital Cultural Plan**

## optimization of programs and processes

- **Program review:**
  - **New support programs for organizations:**
    - **Four-year mission support for organizations in operation for at least five years planning medium and long-term activities**
    - **Specific programming support available at all times for organizations with more agile and more flexible administrative structures**
    - **As at January 31, 2018:**
      - **577 organizations received support totalling \$84.2 million**
      - **Among applicants for mission-related support, 213 organizations were granted funding increases.**

### 3. ACHIEVEMENTS

#### optimization of programs and processes

- **Continue to implement electronic service delivery (ESD):**
  - **Over 7,700 Québec artists and writers registered for “My CALQ file” and some 135 organizations signed up for ESD**
  - **Various forms and reports are now available online**

### 3. ACHIEVEMENTS

#### **ACTION plan IS UNDERWAY**

- **CALQ also addressed development opportunities by means of more sector-specific and operational action plans, including:**
  - **International intervention framework**  
**Increased dissemination outside Québec, new markets, diversified residency network, fostering success and reciprocity**
  - **Cultural diversity action plan**  
**Improved access to programs/funding, representativeness, inclusion, visibility and promotion of diversity-related artists and organizations**

### 3. ACHIEVEMENTS

#### 2012-2018 Strategic Plan UPDATE

- **Over a six-year period, CALQ reached all its objectives and met the various targets it set:**
  - **Steps were taken to support a wide diversity of projects, in some cases via targeted investments**
  - **The Ordre des arts et des lettres du Québec was created, together with five new awards:**
    - **Award for best international tour**
    - **Award for choreography of the year**
    - **Award for audience/market development**
    - **CALQ-Montreal new generation award**
    - **Artist in the community award**

### 3. ACHIEVEMENTS

#### 2012-2018 Strategic Plan UPDATE

- **CALQ implemented its new territorial partnership program and signed targeted agreements with First Nations**
- **CALQ worked to diversify its investments (e.g. by supporting co-productions and via Mécenat Placements Culture, now managed by the MCC)**
- **Transformational dissemination/traveling projects were supported throughout Québec:**
  - **Dance on the Road; Windows of Creation; Voyaging; Music Circulation; Circulation for Young Audiences in Abitibi.**

### 3. ACHIEVEMENTS

#### 2012-2018 Strategic Plan UPDATE

- **CALQ supported various projects in partnership with major cultural organizations in Québec:**
  - **Museum of Civilization**
  - **Télé-Québec's Fabrique culturelle (Cultural Factory)**
  - **Georges-Émile Lapalme Cultural Space (Place des Arts)**
  - **Libraries and Québec's National Archives (BANQ)**
- **CALQ supported Québecers' participation outside the province in 65 countries in conjunction with major events:**
  - **Avignon Festival**
  - **Venice Biennale**
  - **Brussels Book Fair, etc.**

#### 2012-2018 Strategic Plan UPDATE

- **CALQ implemented measures in support of the digital transition:**
  - **Recognition of the digital arts as a fully-fledged discipline supported by CALQ**
  - **Measures included Platforms and Networks; Creation of Original Digital Cultural Content; Infrastructure; Digitization; Digital Exploration and Deployment**
  - **Specialized residencies (Basel, Switzerland and French Institute).**

### 3. ACHIEVEMENTS

#### 2012-2018 Strategic Plan UPDATE

- **CALQ made full use of electronic service delivery (ESD):**
  - **Forms and reporting tools**
  - **Client tracking of files online**
  - **Facilitation for evaluators: file consultation via ESD**
  - **Managing online applications for organizations is forthcoming.**

### 3. ACHIEVEMENTS

#### 2012-2018 Strategic Plan update

- **CALQ consulted its clientele via:**
  - **Reflection workshops**
  - **Meetings with associations, national groups, regional boards, First Nations groups**
  - **Forums (music, traditional dance, cultural dissemination)**
- **CALQ took part in the work of Québec's Observatoire de la culture et des communications (OCCQ) and the Canadian Public Arts Funders network (CPAF).**

## 4. Upcoming strategic choices

#### 4. PROPOSED STRATEGIC CHOICES

### Proposed COURSE OF ACTION

- 1. Focus on accessibility, equity, inclusion and recognition of excellence as regards CALQ's program offer and its management/governance mechanisms.**
- 2. Take part in the implementation of artistic and literary practices in Québec's regions and online (virtual space).**
- 3. Work to develop and diversify audiences.**

# 5. Steps

## 5. STEPS

- **The ad hoc committee made up of CALQ board members will work to develop the final proposal for the 2018-2022 Strategic Plan**
- **Consultation with target groups (clients/partners)**
- **The proposal will be forwarded to the ministerial and governmental authorities for official submission in 2018-2019**

# We welcome your comments!

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[calq.gouv.qc.ca](http://calq.gouv.qc.ca)