



Place
des
Arts



THE POWER TO GATHER

STRATEGIC PLAN
2023-2027



Art, in its diverse forms, wields numerous powers: it has the capacity to instigate reflection, spark controversy, evoke wonder, and stir deep emotions. For the past 60 years, Place des Arts has provided a one-of-a-kind setting where local and international audiences come together in celebrating music, singing, dance, theater, humor, and all other forms of performing arts.

In collaboration with artists, organizations, and distribution companies, Place des Arts is dedicated to ensuring that Quebecers can enjoy exceptionally high-quality performances—a need that has become increasingly significant.

This Strategic Plan serves as the compass Place des Arts aims to follow in overcoming the challenges affecting the performing arts scene in Montreal and throughout Quebec. The institution will achieve this feat by adapting to the significant artistic, environmental, social, and technological changes that are already underway.

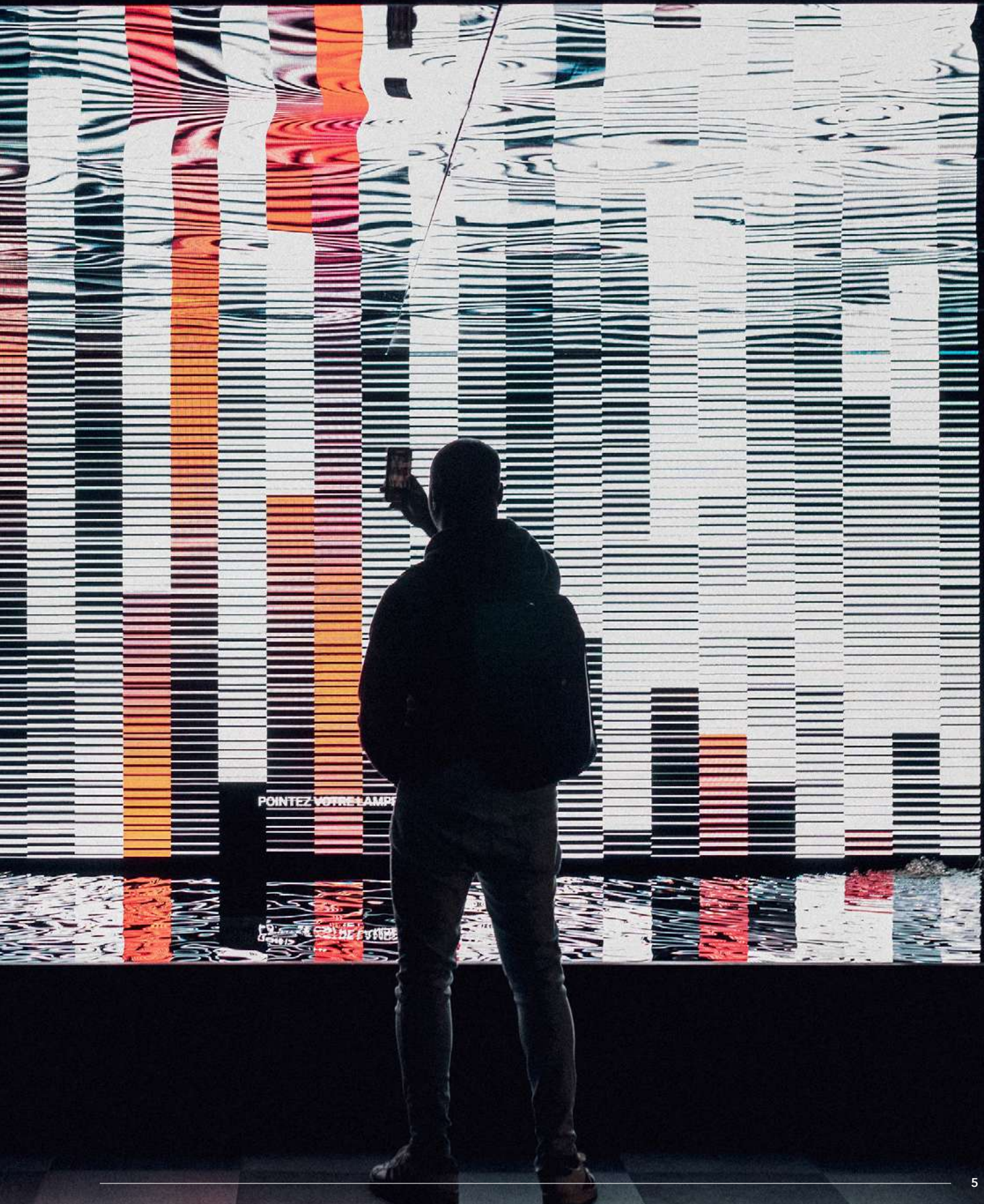
SOCIÉTÉ DE LA PLACE DES ARTS DE MONTRÉAL



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SOCIÉTÉ DE LA PLACE DES ARTS DE MONTRÉAL

POINTEZ VOTRE LAMP

POINTEZ VOTRE LAMP



« Let's leverage this invaluable collective power to positively face all the challenges that lie ahead. »

LOUISE ST-PIERRE

Message from the Chairwoman of the Board

Since its inauguration, Place des Arts has continually adapted to remain strong, unifying, and attuned to the desires of the public and the artistic community. As it enters its sixtieth year, it remains the country's foremost center for performing arts, boasting a prestigious international reputation.

What sets Place des Arts apart from other organizations fostering the growth of performing arts? Primarily, it's its commitment to supporting artistic diversity while giving special prominence to Quebecois and Francophone creations.

The scale and variety of Place des Arts' infrastructure also allow it to showcase a wide range of high-quality performances to all Quebecers, including young audiences. Through its capacity and openness, it plays a unique role in culture transmission.

To develop this 2023-2027 Strategic Plan, the management team, with our support, delved into the fundamental social mission upheld by our state corporation and the key ingredients of its success: inspiring ideas, participatory events, and strategic partnerships. Let's leverage this invaluable collective power to positively face all the challenges that lie ahead.

Message from the President and CEO

In the process of developing this Strategic Plan, which acknowledges the evolving landscape of society, returning to Place des Arts' root.

There has never been a better time to evoke one of the main purposes of the cultural hub we oversee: revitalizing the downtown core of Quebec's metropolis by endowing it with an artistic heart that beats in tune with the entire Quebec population.

More than 60 years ago, the decision to place it in the eastern part of downtown Montreal was intentional. This urban area was in dire need of revitalization and improvement, prompting the creation of substantial indoor and outdoor gathering spaces dedicated to the celebration of art and culture.

Where do things stand today? Despite the climate of uncertainty that affects all fields of economic activity, our complex still holds this extraordinary power of revival. By upgrading its assets, modernizing its offering and updating its management practices, Place des Arts is more than ever the driving force that can bring people together, inviting them to share emotions and participate in the social dialogue sparked by the performing arts from here and abroad.

On behalf of our entire organization, I am proud to present this ambitious Strategic Plan 2023-2027, which redefines the Place des Arts experience and reaffirms its essential role for our entire society.



« More than ever, Place des Arts is the driving force that can bring people together, inviting them to share the emotions and participate in the social dialogue generated by the performing arts here and abroad. »

MARIE-JOSÉE DESROCHERS

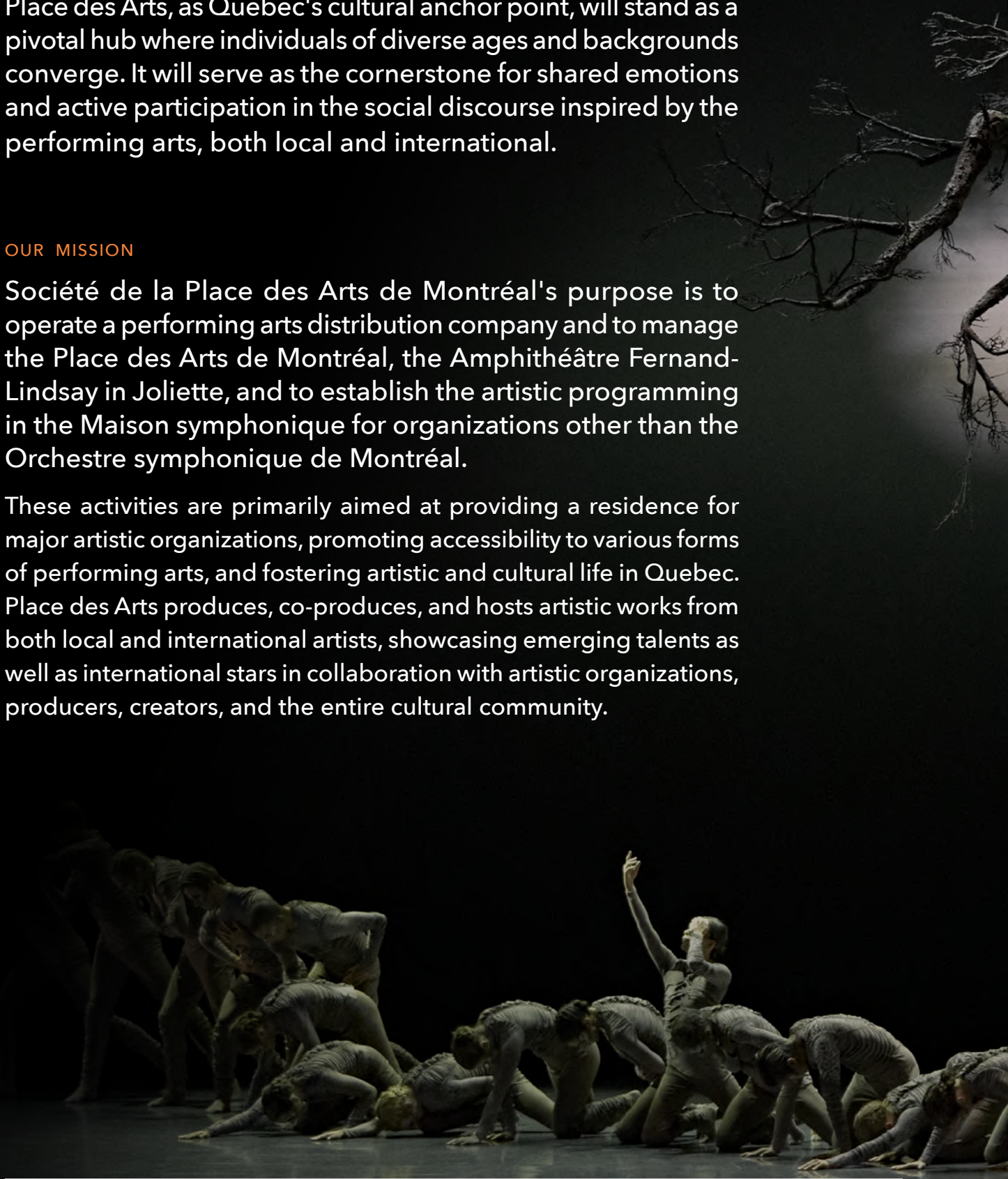
OUR VISION

Place des Arts, as Quebec's cultural anchor point, will stand as a pivotal hub where individuals of diverse ages and backgrounds converge. It will serve as the cornerstone for shared emotions and active participation in the social discourse inspired by the performing arts, both local and international.

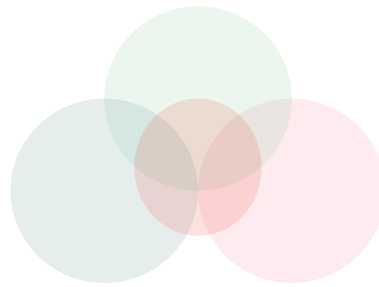
OUR MISSION

Société de la Place des Arts de Montréal's purpose is to operate a performing arts distribution company and to manage the Place des Arts de Montréal, the Amphithéâtre Fernand-Lindsay in Joliette, and to establish the artistic programming in the Maison symphonique for organizations other than the Orchestre symphonique de Montréal.

These activities are primarily aimed at providing a residence for major artistic organizations, promoting accessibility to various forms of performing arts, and fostering artistic and cultural life in Quebec. Place des Arts produces, co-produces, and hosts artistic works from both local and international artists, showcasing emerging talents as well as international stars in collaboration with artistic organizations, producers, creators, and the entire cultural community.







OUR VALUES

Place des Arts promotes a collaborative and caring organizational culture, where employees are passionate about promoting Quebec's artistic and cultural life, and are comitted to achieving business objectives and contributing to the organization's reputation for excellence.



PASSION

We work with **enthusiasm, motivated** by the mission and vision of Place des Arts. It's with **pride** and **pleasure** that we collaborate on projects that challenge us to surpass ourselves.



COLLABORATION

We foster a culture where talents and skills are put to good use, and where ideas, regardless of who comes up with them, are valued. Openness to others and **team synergy** enable us to develop optimal solutions that meet our business needs and create value, based on principles of **openness, transparency** and **good communication**.



EXCELLENCE

We carry out our work with diligence, **rigor** and **creativity**, driven by a constant desire to improve our methods. We take **responsibility** for the impact of our actions on outcomes and the quality of relationships with our colleagues and partners, engaging in open and **courageous** conversations when needed.



CARE

We genuinely care about the well-being of our teams, partners, and clientele, which drives us to be attentive and **empathetic**. We implement measures to promote an **inclusive** work environment and a welcoming space for individuals from all backgrounds. **Recognition** is a daily practice: **respect** and kindness are the responsibility of each member of our team.

SECTION 1

CONTEXT

Who Are We?

With a total of 8,000 seats, the PDA is the largest cultural complex in Canada.

From intimate to monumental, PDA venues offer superior acoustics, state-of-the-art equipment and unrivaled cachet. There are 6 concert halls with capacities ranging from 128 to 3,000 seats, along with an outdoor amphitheater in Joliette. In addition to being home to some of Quebec's leading dance, theatre and music organizations, these venues host a wide range of independent productions. Nearly 900 shows and activities are presented each year.



SALLE WILFRID-PELLETIER

Very spacious and versatile hall with the largest stage in the complex, complete with fly loft, orchestra pit and shell – hosts major shows in all disciplines. (2,982 seats)



THÉÂTRE MAISONNEUVE

Spacious and versatile hall with fly loft, orchestra pit of outstanding capacity giving an excellent stage/room ratio – Hosts dance, music, circus, song, comedy and film events (1,453 seats)



THÉÂTRE JEAN-DUCEPPE

Theater hall with very large stage and orchestra shell – Presents mainly DUCEPPE and festival productions (seats 750)



SALLE CLAUDE-LÉVEILLÉE

Unique, intimate venue hosting the Ma première Place des Arts competition – A popular venue for comedy, song and family entertainment (128 seats)



CINQUIÈME SALLE

Versatile venue easily adaptable to different types of productions and festivals – allows the presentation of more intimate, niche or young-audience shows (300 to 419 seats)



AMPHITHÉÂTRE FERNAND-LINDSAY

Large stage for outdoor shows – Located in Joliette, this venue hosts the Festival de Lanaudière and certain popular music and song shows (2,000 seats under the roof + 5,000 on the lawn)



MAISON SYMPHONIQUE DE MONTRÉAL

Prestigious world-class concert hall with exceptional acoustics – administered by the PDA when not occupied by the Orchestre symphonique de Montréal (2,100 seats)

A Museum and Cultural Spaces

In the midst of the action, the Place des Arts complex includes different artistic spaces and a museum that contribute to its vibrancy

MUSÉE D'ART CONTEMPORAIN DE MONTRÉAL



Canada's largest art museum dedicated to contemporary art - ongoing transformation



SALON URBAIN

Trendy space with modern, elegant and bold architecture - 2 configurations : intimate or open



ESPLANADE

Large public gathering place - hosts free events, festivals and public installations



ESPACE CULTUREL GEORGES-ÉMILE-LAPALME

Versatile, unifying public space - located on the metro level, connects the six auditoriums of the PDA

Place des Arts also offers several rehearsal rooms for artists and arts organizations, and a **residency** program enabling **artists to develop** creative projects in the performing arts under the **best possible conditions**.



SOCIÉTÉ DE LA PLACE DES ARTS DE MONTRÉAL

The PDA in Numbers

Reference year : 2022-2023

More than
800
indoor shows and activities*

*Cinquième salle : closed

Annual budget of nearly
45 million dollars



 **931 067**

spectators*
*Cinquième salle : closed

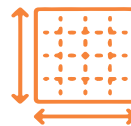
Hosting
137

producers



A complex covering

1,6 million square feet



5 662
school program participants

47 million dollars in ticket sales*

*annual volume including all producers

10

organizations and festivals at the heart of Place des Arts

DUCEPPE

LES GRANDS BALLETS CANADIENS DE MONTRÉAL

OPÉRA DE MONTRÉAL



DANSE DANSE

FESTIVAL INTERNATIONAL DU JAZZ DE MONTRÉAL



FRANCOS DE MONTRÉAL

LE FESTIVAL DE lanaudière



This Strategic Plan Adresses 5 Key Challenges

CHALLENGE 1

Emerging trends in performing arts consumption and redefined audience expectations

For years, we've witnessed the fragmentation and transformation of performing arts consumption, accompanied by a shift in offerings. The rapid integration of digital technology has fundamentally changed our relationship with art. Concurrently, institutions like PDA are compelled to reassess and redefine their offerings, confronted by diminishing subscriptions, shifting socio-demographic patterns, and the expansion of major entertainment events beyond conventional venues.

CHALLENGE 2

Societal expectations regarding inclusion and sustainable development

In a society marked by heightened considerations of eco-responsibility, inclusivity, and diversity, there is a rising expectation for major institutions to adopt innovative approaches. The pivotal factor lies in their ability to translate intentions into concrete actions, directly influencing both their relevance and their rootedness within communities.

CHALLENGE 3

Downtown Montreal revitalization in the post-pandemic context

Place des Arts, a pivotal cultural hub in Quebec, not only enriches the cultural landscape but also plays a vital role in driving the growth of downtown Montreal, which has encountered significant challenges in the aftermath of the pandemic. Recognizing the crucial role Place des Arts plays in the Quartier des Spectacles is essential for formulating initiatives aimed at revitalizing and energizing the city.

CHALLENGE 4

Strained business model and deficiency in operational flexibility

In the face of economic uncertainty, cultural enterprises are reimagining their business models for increased resilience. Despite experiencing revenue growth, PDA faces financial strain attributed to incompressible costs associated with its complex infrastructure and commitment to affordability. To enhance decision-making and optimize resource management responsibly, improving operational performance is imperative.

CHALLENGE 5

Imperative to catch up on asset maintenance and modernization

Largely built in the 1960s, the Place des Arts complex demands substantial enhancements both to its structure and systems. Investments are essential to revitalize its spaces, ensuring relevance, safety, and modernity. Additionally, PDA must reassess and modernize internal processes to boost agility and efficiency.





SECTION 2

APPROACH

SOCIÉTÉ DE LA PLACE DES ARTS DE MONTREAL

Place des Arts' Positioning

Place des Arts is a hub of artistic convergence and vitality, advancing through attentive consideration of the needs and desires articulated by the performing arts ecosystem and the people of Quebec.

This Strategic Plan has been crafted in consultation with stakeholders and draws inspiration from the best practices implemented in other international cultural capitals.

EARLY SEPTEMBER 2022

- Formation of a strategic planning committee
- Fact base development
 - Analysis of internal PDA documentation
 - Performance, best practices and strategic actions analysis of other major cultural institutions in Quebec and abroad
 - Literature review and analysis
 - Internal consultations with executives, managers and administrators
- Consultations with partners, strategic collaborators and civil society actors
- Vision and values
- Strategic directions and translation into action
- Integration of existing initiatives
- Performance indicators and targets

END : APRIL 2023

Ongoing coordination and oversight with the Strategic Planning Committee by the Board of Directors

NOTE

Place des Arts was supported throughout the process by IdéesFX. BCG provided pro bono support for the fact base.



SECTION 3

STRATEGIC ORIENTATIONS

ORIENTATION 1

**Stimulate Quebec's
Performing Arts Ecosystem**

ORIENTATION 2

**Enhance the Place des Arts
Customer Experience**

ORIENTATION 3

**Improve Organizational
Performance**

ORIENTATION 4

**Contribute to Montreal's
Dynamism**

ORIENTATION 1

Stimulate Quebec's Performing Arts Ecosystem



SOCIÉTÉ DE LA PLACE DES ARTS DE MONTRÉAL

CONTEXT

Some underlying trends, perhaps less visible to the naked eye, have intensified during and since the health crisis: the growing importance of digital technologies, the ongoing decline in season ticket sales, the socio-demographic shifts, a heightened awareness of the crucial role of inclusion, the imperative to engage with younger audiences, the surge in popularity of ephemeral or niche content, and the mandates of sustainable development.

Indeed, we now find ourselves with a reversed age pyramid where the younger generation maintains an entirely new relationship with culture. All of these transformations will demand a keen attention to market needs, an adaptation of our approaches, and a culture of innovation to propel us more than ever into the future.

Place des Arts has always played a pivotal role in the performing arts' ecosystem. To remain competitive and responsive to the expectations of diverse audiences, Place des Arts stands as the ideal partner to assist artistic organizations, festivals, producers and artists in continuing to offer high-quality content and a **constantly refreshed, diverse range** that resonates with the public.

ORIENTATION 1

Stimulate Quebec's Performing Arts Ecosystem *(continued)*

MAJOR ACTIONS

A. Forge strategic partnerships with artistic organizations, festivals and producers

Thanks to the capacity and quality of its infrastructure and stage facilities, Place des Arts is an essential partner for the entire Quebec performing arts sector. In the upcoming cycle, PDA will deepen and expand its strategic alliances with artistic organizations, festivals as well as producers to reaffirm this position.

Leading initiatives :

- Revitalize Salle Claude-Léveillée through a more sustained and innovative programming.
- Support resident organizations in their aspirations to rejuvenate their audience and enhance their artistic development potential by providing dedicated rehearsal and creation spaces.
- Heighten the presence of major festivals by enhancing their offerings in both indoor and outdoor public spaces.
- Foster and establish new partnerships with festivals in emergent disciplines
- Enhance understanding of its clientele by leveraging customer data potential while adhering to the best governance practices.

B. Introduce young individuals to performing arts

Accessibility and proliferation of content poses challenges for Quebec's artistic community, which often struggles to reach younger audiences. PDA will focus on building bridges between youth and local culture through its tailored school program for teenagers, featuring various art forms. This program will be grounded in aesthetic education, providing young individuals with an engaging experience from school to the performance venue. Furthermore, PDA aims to expand its family programming, whether through stage performances or free entertainment, valuing and supporting the growth of the educational offerings from resident organizations.

C. Engage citizens with an inclusive perspective

PDA, firmly believing that art awakens the senses and reveals the potential within each of us, will engage in an ongoing strategic reflection on its community outreach. With a commitment to inclusivity, it will spare no effort to ensure the entire population feels engaged by its programming. The institution will also undertake initiatives to broaden its audiences and enhance site accessibility, aiming to develop its relationship with citizens beyond the performance halls. Additionally, it will create flagship events that enliven its spaces and reach out to all individuals, reflecting the metropolis' diversity and social fabric. Through a more individualized yet equally unifying approach, PDA will offer tailored introductory workshops in performing arts for individuals living with functional limitations.

ORIENTATION 2

Enhance the Place des Arts Customer Experience

CONTEXT

Since its inception, PDA has drawn in audiences by emphasizing on the quality of its resident organizations offer, festivals and producers. Consequently, their offerings are consistently updated, providing audiences with a renewed program year after year.

The myriad factors accelerating changes in arts consumption compel distributors to rethink their attractiveness strategies, turning towards more innovative approaches to attract clientele, all within the context of digital transformation.

Younger and increasingly "connected", today's audience primarily seeks a unique and memorable experience. Art and culture enthusiasts now place greater importance on the ambiance, hospitality, and entertainment, as well as the presence of complementary offerings online or on-site.

The PDA complex has all the necessary elements to offer this desired type of experience. However, to adapt to the audience's new expectations, it needs to rethink its entire customer experience before, during and after the show, both on-site and online.

SOCIÉTÉ DE LA PLACE DES ARTS DE MONTRÉAL

PDA ACTION LEVERS: THE CUSTOMER EXPERIENCE



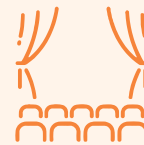
Website and purchasing experience



Quality of reception



Intermission experience



Venues quality



Gastronomy and bar offering



Digital intelligence generated by ticketing and marketing



Entertainment in inspiring public areas



Synergy of performance venues

ORIENTATION 2

Enhance the Place des Arts Customer Experience *(continued)*

MAJOR ACTIONS

D. Enhance the virtual experience of content discovery and purchasing through its digital tools

The initial interaction between the audience and PDA occurs through its website and online ticketing. Therefore, it must equip itself with intuitive and state-of-the-art digital tools to encourage the public to explore and discover its rich content.

Leading initiatives :

- Design a new website that enhances the online experience, including transactions
- Enhance and adjust the digital content strategy for various platforms

E. Enhance the on-site customer experience

The PDA experience begins before the event and extends beyond it. Upon arrival, it should be pleasant and convenient, regardless of the mode of transportation used. Restaurants, bars, and the overall atmosphere play a crucial role in making a visit memorable.

Leading initiatives :

- Rethink the restaurants and bars offer in the complex
- Improve operations and modernize the parking facilities
- Improve signage



The Place des Arts box office. @ Thibault Carron

ORIENTATION 3

Improve Organizational Performance

CONTEXT

To fulfill its mission, Place des Arts needs to restore its financial balance while continuing its development and providing an attractive working environment - significant challenges that inevitably involve updating its business and funding model, not to mention its digital transformation.

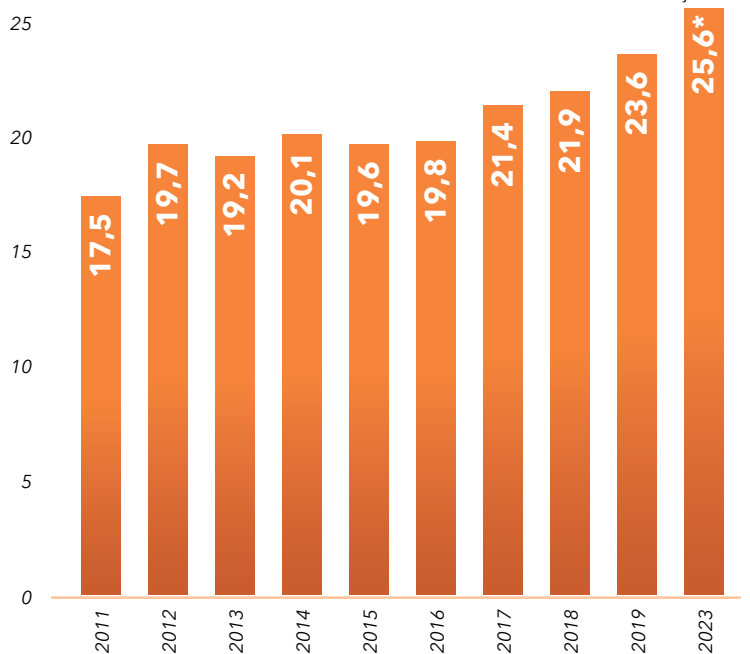
PDA's current business model relies on significant self-generated revenue sources, particularly venue rentals, ticketing fees and auxiliary services. Additionally, the downtown reality has greatly affected the vitality of its businesses and advertising revenues.

This financial fragility is exacerbated by operating expenses, increased by the unavoidable costs of addressing maintenance deficits and building repairs. Numerous major upgrades and modernization projects for the PDA's assets will be required in the coming years.

Furthermore, the institution's lack of operational agility significantly increases execution timelines. By making ambitious technological and digital choices, PDA aims to reduce these timelines throughout the organization.

SOCIÉTÉ DE LA PLACE DES ARTS DE MONTRÉAL

EVOLUTION OF THE AUTONOMOUS INCOME OF THE PLACE DES ARTS (M\$) 2011-2023



For 2022-23 and compared to the last complete year of 2018-19 :

In downtown's post-pandemic context, there has been a significant loss of advertising revenue, commercial leasing, and parking, particularly exacerbated by the closure of the Cinquième Salle. This situation prompted PDA to implement measures to increase its revenues, including a review of its service pricing during the 2022-2023 fiscal year.

Due to the unfavorable and uncontrollable economic impacts resulting from the pandemic, the organization has chosen not to include the 2021 and 2022 fiscal years in its analysis. Measures such as the closure of performance venues and the widespread adoption of telecommuting have substantially reduced the Society's commercial activities, leading to a significant decline in its self-generated revenue.

TYPES OF AUTONOMOUS INCOME



Box office



Venue rentals



Office and commercial space rental



Auxiliary services (bars, parking)

ORIENTATION 3

Improve Organizational Performance *(continued)*

MAJOR ACTIONS

F. Maximizing revenue streams

To cope with changes that undermine its current model, PDA will strive to enhance its management practices. It aims to demonstrate rigor and creativity in optimizing its revenue sources, thereby achieving its business objectives.

Leading initiatives :

- Increase the efficiency of auxiliary services
- Review the operation approach of public and commercial spaces
- Review the approach and business model of advertising

G. Ensure the maintenance and upgrading of assets in accordance with sustainable development principles

Through the implementation of its ambitious Sustainable Development Plan, PDA aims, among other things, to reduce its energy consumption and greenhouse gas emissions. All decisions regarding building maintenance will consider the long-term environmental impacts. Relying on comprehensive health assessments and studies with recognized expertise, it will need to undertake major projects to address its maintenance deficit while continuing its artistic activities. Site security will also be strengthened to ensure a safe, enjoyable, and context-appropriate customer experience.

Leading initiatives :

- Implement the 2023-2028 Sustainable Development Plan
- Conduct a new health assessment of its real estate assets
- Develop the Security Plan
- Undertake the replacement of the heating, ventilation, and air conditioning system in the complex
- Implement measures to re-optimize existing buildings

H. Align organizational culture with business strategy

PDA is committed to providing the best possible work environment and promoting a corporate culture that fosters the well-being of its staff. It will undertake continuous efforts to strengthen the sense of belonging and commitment of its teams, while maximizing its appeal to new talents.



Rhodnie Désir, associate artist of Place des Arts. @ Kevin Calixte

ORIENTATION 4

Contribute to Montreal's Dynamism

CONTEXT

Since the pandemic, all stakeholders have been seeking strategies to invigorate and revitalize downtown Montreal.

Place des Arts has the capacity to **attract nearly a million visitors annually**. This figure doesn't even account for the multitude passing through its complex to indulge in its restaurants, bars, stores, as well as surrounding businesses.

Beyond its role as the cultural nucleus of Montreal, Place des Arts also assumes a vital role in the Lanaudière region through the Fernand Lindsay Amphitheatre. Located in Joliette, this prominent venue, hosting Canada's largest classical music festival, draws in thousands of tourists each summer. It effectively serves as a link between the metropolis and the surrounding region.

Similar to other prominent institutions in Montreal, Place des Arts must **consolidate its economic and cultural leverage position** throughout the entire province of Quebec.

MAJOR ACTIONS

I. Contribute to the attractiveness of downtown Montreal through the animation of its complex

From showcasing performances to hosting significant events and civic activities, PDA is poised to play a pivotal role in elevating the overall appeal of downtown.

Leading initiatives :

- PDA will strive to increase opportunities for animation in its public spaces, both indoor and outdoor, particularly through an enhanced presence of festivals and partnered events.

J. Modernize the hospitality strategy for audiences and visitors within the Place des Arts quadrangle

In addition to its programming activities, PDA plans to modernize its spaces, ensuring a more welcoming atmosphere for all citizens.

Leading initiatives :

- Develop a comprehensive strategy to enliven both indoor and outdoor public spaces.
- Enhance signage and digital displays within and around the perimeter.
- Upgrade the entrances leading to the complex for public use

SECTION 4

KEY PERFORMANCE INDICATORS

SOCIÉTÉ DE LA PLACE DES ARTS DE MONTRÉAL

Overview Table

ORIENTATION 1

STIMULATE QUEBEC'S PERFORMING ARTS ECOSYSTEM

Objectives	Key performance indicators	Start index	2023-2024	2024-2025	2025-2026	2026-2027
A. Forge strategic partnerships with artistic organizations, festivals and producers	Increase in the number of new structuring initiatives carried out in partnership	10	1	1	1	1
	Increased room occupancy	76 %	76,5 %	77 %	77,5 %	78 %
	Growth rate in total number of tickets issued	932K	+0,5 %	+0,5 %	+0,5 %	+0,5%
B. Introduce young individuals to performing arts	Growth rate participation in initiatives related to young audiences and education.	8 683	+2 %	+1%	+1 %	+1 %
C. Engage citizens with an inclusive perspective	Rate of increase in the number of people participating in DEI activities	22 000	+2 %	+2 %	+2 %	+2 %

ORIENTATION 2

ENHANCE THE PLACE DES ARTS CUSTOMER EXPERIENCE

Objectives	Key performance indicators	Start index	2023-2024	2024-2025	2025-2026	2026-2027
D. Enhance the virtual experience of content discovery and purchasing through its digital tools	Growth rate in number of website visits per year	3.4 M	+0,5 %	+0,5 %	+0,5 %	+0,5 %
	Increase in the proportion of single ticket sales on the website	78 %	78,5 %	81,5 %	82,5 %	83 %
E. Enhance the on-site customer experience	Net Promoter Score (NPS)	---	Start index to be measured	+2 %	+2 %	+2 %

ORIENTATION 3

IMPROVE ORGANIZATIONAL PERFORMANCE

Objectives	Key performance indicators	Start index	2023-2024	2024-2025	2025-2026	2026-2027
F. Maximizing revenue streams	Rate of increase in operating revenues (hall rentals, ticket sales, auxiliary services)	17,6M\$	+6 %	+2 %	+2 %	+2 %
G. Ensure the maintenance and upgrading of assets in accordance with sustainable development principles	Reduction rate in electricity and natural gas consumption	35,8 emWh	-3,5 %	-4 %	-2 %	-2 %
H. Align organizational culture with business strategy	Increase in staff mobilization rate	---	Start index to be measured	+2 %	+2 %	+2 %

ORIENTATION 4

CONTRIBUTE TO MONTREAL'S DYNAMISM

Objectives	Key performance indicators	Start index	2023-2024	2024-2025	2025-2026	2026-2027
I. Contribute to the attractiveness of downtown Montreal through the animation of its complex	Rate of increase in the number of public activities, performances and events	850	+6 %	+2 %	+1 %	+1 %
	Conduct a study on the economic and social benefits generated by Place de Arts					Study execution
J. Modernize the hospitality strategy for audiences and visitors within the Place des Arts quadrangle	Rate of increase in use of indoor and outdoor public spaces		Start index to be measured	+2%	+2%	+2%



The exterior of Salle Wilfrid-Pelletier. © Carofine Bergeron





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danse + théâtre
25 mai au 9 juin 2022

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