

Cultural Development Agents

Successful experience in creating a network of cultural development agents in Quebec drawing from the synergy between landscape and heritage, be it tangible or intangible.

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Chairholder, UNESCO Chair in Cultural Heritage

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Bergen, Norway



Observations made in 1997

by Odette Duplessis, assistant deputy minister, MCC

- Absence of cultural development agents at the local level
- Opportunity thanks to the Anti-poverty and work reintegration fund (Fonds de lutte contre la pauvreté par la réinsertion au travail)
- Goal of creating a network of cultural development agents
- Bohemian Index as a backdrop¹
- Creation of the Network of cities and towns of art and heritage (VVAP) in 1998



1 . Richard Florida, University of Toronto

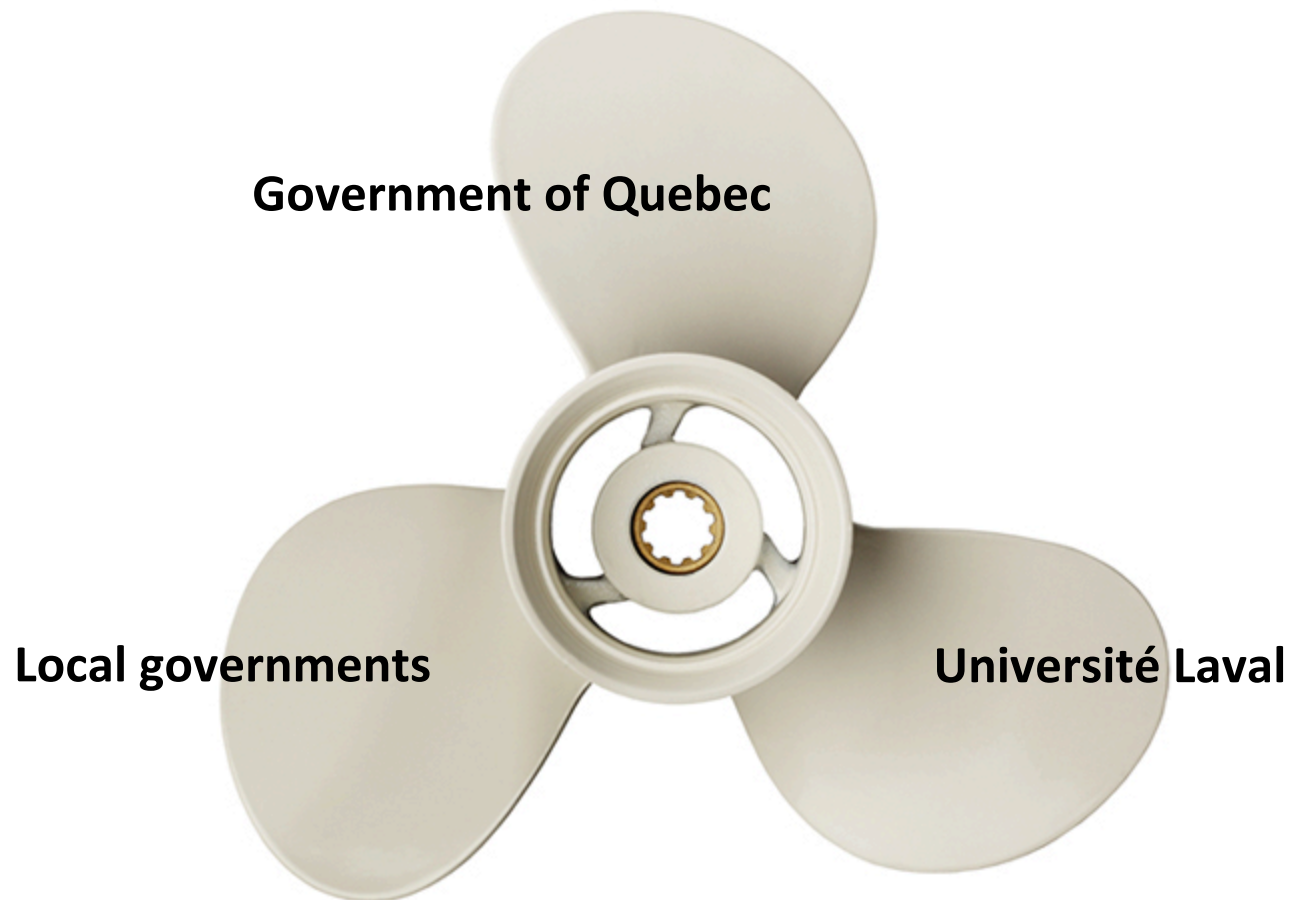
Bohemian Index

Richard Florida, University of Toronto

The underlying hypothesis is that the presence and concentration of bohemians (working artists, musicians, writers, designers and entertainers) in an area creates an environment or milieu that attracts other types of talented or high human capital individuals. The presence of such human capital in turn attracts and generates innovative, technology-based industries.

Journal of Economic Geography, 2002

Partnership



Government of Quebec

- Ministry of culture and communications
- Emploi-Québec
- Ministry of municipal affairs
- Ministry of tourism
- Regional development secretariat

Objectives

- Creation of 100 specialized jobs in culture
- Development of tourism outside major population centres
- Promotion of arts and culture as a factor of high-quality economic development and of sustainable development
- Identification and enhancement of heritage

Contributions

- Financing of up to 60% of costs for each agent
- Three-year program to ensure long-term employment
- Targets holders of a university degree who are unemployed or on welfare
- Promotion and coordination with local governments

Local Governments

- Regional County Municipalities
- Cities
- Municipalities
- Organizations
- Band councils

Network in 2008 (After 10 Years)



Villes et villages
d'art et de patrimoine

Bravo!

En 1998, des partenaires engagés innovent
En 2008, des retombées culturelles partout à travers le Québec
Aujourd'hui, 110 agent(e)s de développement culturel
Aujourd'hui, 100 MRC, villes, municipalités, organismes
et conseils de bande
Constat : 10 ans à embellir le Québec

Le réseau Villes et villages d'art et de patrimoine

Municipalités régionales de comté (MRC)

- | | | | |
|-----------------------------|------------------------|------------------------------|-----------------------|
| 1. Argenteuil | 13. Drummond | 27. La Matapédia | 40. Mitis |
| 2. Arthabaska | 14. Granit | 28. La Vallée-de-la-Gatineau | 41. Montcalm |
| 3. Beauharnois-Salaberry | 15. Haut-Francis | 29. Le Bas-Richelieu | 42. Montmagny |
| 4. Bécancour | 16. Ile-d'Orléans | 30. Le Domaine-du-Roy | 43. Nicolet-Yamaska |
| 5. Bellechasse | 17. Joliette | 31. Le Fjord-du-Saguenay | 44. Papineau |
| 6. Brome-Missisquoi | 18. Kamouraska | 32. Le Haut-Saint-Laurent | 45. Pays-d'en-Haut |
| 7. Charlevoix | 19. L'Assomption | 33. Lac-Saint-Jean-Est | 46. Pontiac |
| 8. Chaudière-Est | 20. L'Érable | 34. Le Val-Saint-François | 47. Portneuf |
| 9. Coaticook | 21. La Côte-de-Beaupré | 35. Les Maskoutains | 48. Rimouski-Neigette |
| 10. Collines-de-l'Outaouais | 22. La Côte-de-Gaspé | 36. Lotbinière | 49. Rivière-du-Loup |
| 11. Les Chenaux | 23. La Haute-Côte-Nord | 37. Maria-Chapdelaine | 50. Robert-Cliche |
| 12. Desha-Montagnais | 24. La Haute-Gaspésie | 38. Maskinongé | 51. Roussillon |
| | 25. La Jacques-Cartier | 39. Mékinac | 52. Temiscouata |
| | 26. Lajemmerais | | 53. Veillon-Soulanges |

Villes, municipalités, organismes et conseils de bande

- | | | | |
|--|-----------------------------|--|---|
| 54. Conseil de la culture de la Gaspésie | 67. La Sarre | 80. Port-Cartier | 91. Saint-Jérôme |
| 55. Baie-Comeau | 68. La Tuque | 81. Québec | 92. Sept-Îles |
| 56. Beloeil | 69. Larouche | 82. Réseau muséal du Saguenay-Lac-Saint-Jean | 93. Shawinigan |
| 57. Bonaventure | 70. Lévis | 83. Rouyn-Noranda | 94. Société de développement du boulevard Saint-Laurent |
| 58. Cowansville | 71. Longueuil | 84. Rivière-du-Loup | 95. Thetford Mines |
| 59. Carleton-sur-Mer | 72. Machteuilath | 85. Trois-Rivières | 96. Varennes |
| 60. Coaticook | 73. Matane | 86. Saint-Augustin-de-Desmaures | 97. Victoriaville |
| 61. Gatineau | 74. Matapédia/ Les Plateaux | 87. Saint-Basile-le-Grand | 98. Wendake |
| 62. Chambly | 75. Mont-Saint-Hilaire | 88. Saint-Georges | |
| 63. Havre-Saint-Pierre | 76. New Richmond | 89. Saint-Jean-sur-Richelieu | |
| 64. Îles-de-la-Madeleine | 77. Odace Événements | | |
| 65. Laval | 78. Paspebiac | | |
| 66. Lavallée | 79. Percé | | |



Université Laval : From Network to Community of Practice

Communities of practice are
groups of people who share a concern or a passion
for something they do
and learn how to do it better
as they interact regularly

<http://wenger-trayner.com/theory>

Université Laval

- Selected pursuant to a call for proposals
- Establishment of an autonomous project team
- University acts as incubator, structurer, mentor
- Success stories
 - Rues Principales (beginning in 1990)
 - Ecomuseum Network (beginning in 1994)
- Gives reigns of power back to organization
(Donation of a pre-established foundation with \$25,000)

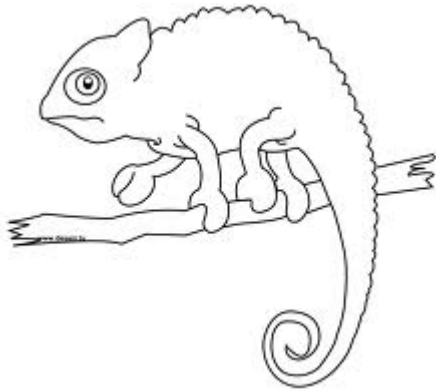


Underlying Training Principles

- Alternate between study / work
- Promote networking
- Practical training at graduate level
- Promote formative ideas outside major population centres
- Foster a spirit of help and collegiality
- Promote the emergence of a new profession
- Knowledge / know-how / interpersonal skills

Chameleon Training

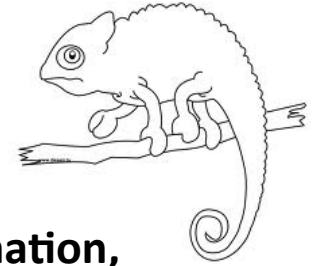
Basic Training



Advanced Training



Basic Training



Appropriation of Environment

- Hospitality and conferences
- Knowledge of municipal administration
- Awareness of built heritage and landscapes
- Updating of archaeological concepts
- Communication and public speaking

Stimulation of Creativity and Innovation

- Time and priority management
- Introduction to contemporary art
- Introduction to art world
- Consensus building and leadership
- Network-based organizational model
- Facilitation of meetings
- Creativity and innovation
- Communication and public relations
- Regional visit

Dissemination, promotion and enhancement of cultural products

- Structure of an NPO
- Cultural tourism
- Marketing of arts and culture
- Results-based management
- Regional visit





Advanced Training

Culture and Heritage Component

- Classification of artistic genres
- Cultural policies
- Cultural tourism
- Cultural activities in schools
- Public art
- Built heritage
- Natural heritage
- Maritime heritage
- Living heritage
- Industrial heritage
- Landscapes: management and enhancement
- Cultural mediation
- Architectural, cultural and heritage tours

Management Component

- Project management
- Time and priority management
- Art of working in a team
- Designing effective promotional tools
- Management of cultural organizations
- Business partnerships and networking
- Investigation methods
- Legislative framework
- Negotiations and conflict resolution
- Art of persuasion
- Facilitation of meetings II

Financing Component

- Financing arrangements for major projects
- Finding sponsors
- Marketing of arts and culture
- Sound management of an NPO
- Cultural product packaging
- Applying for subsidies
- Feasibility studies, renovation/conversion of heritage buildings
- Organization of events
- Marketing of cultural tourism



Custom Graduate Diploma in Cultural and Tourism Development

- Basic training - *12 credits*
- Advanced training - *9 credits*

Optional component – responsibility of student

- Practical training - *9 credits*
- DESS - *30 credits*

Role of Cultural Development Agent

Examples

- Consensus building
- Supporting initiatives
- Positioning culture and heritage
- Carrying out action plans
- Implementing cultural policies
- Structuring events



Examples of Concrete Achievements

- Developing cultural policies
- Designing exhibits
- Developing directories of cultural resources
- Implementing centres for the dissemination of arts and culture, artist workshop tours
- Establishing Economuseums
- Performing heritage inventories
- Organizing events
- Publishing handbooks on built heritage
- Renovating/converting heritage buildings
- Founding historical societies

Results : 12 Years after Our Founding

Local governments: 105 projects

- 43 RCMs (Regional County Municipalities)
- 41 cities / municipalities
- 11 CLD (local development centres)
- 8 organizations
- 2 band councils

Agents

- 16 training cohorts
- 226 students enrolled
- 183 graduated
- (80% success rate)
- 74 received a DESS (specialized graduate diploma) in Cultural and Tourism Development Management

Outside Perspective

“ Being naive as they were,
they did not know it was impossible,
and so they did it! ”



Questions ?

