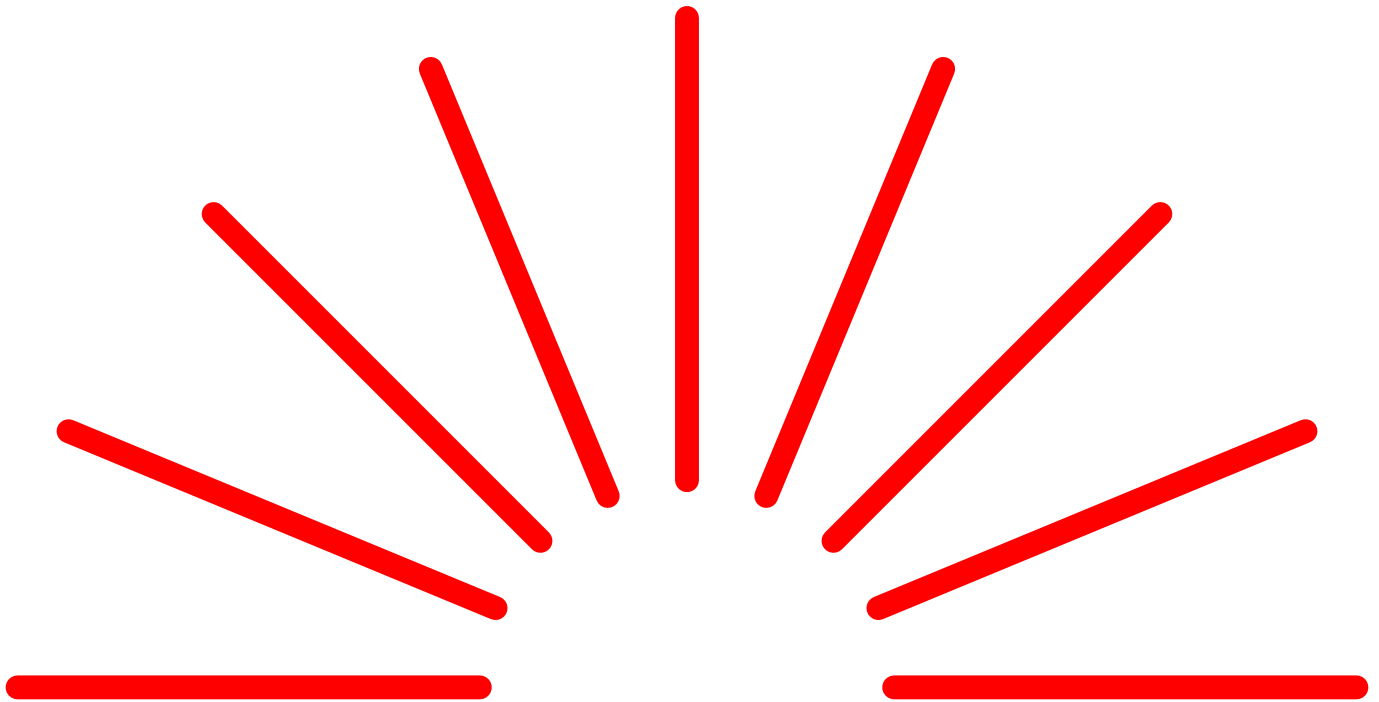




The Quality Toolkit

Bureau
du design

Project presentation
for press coverage



The Quality Toolkit

What Is It?

The Quality Toolkit is a new section of designmontreal.com that provides digital awareness and training tools to **managers, promoters and design and architecture community professionals**, with the goal of enhancing the quality and benefits of urban projects in Montréal.



The Quality Toolkit

Why?

When it comes to building our city, every action matters in achieving the transformations we seek. Everyone can contribute in their own way, in accordance with their financial, material and human capacities. The Quality Toolkit is a decision-support tool to help determine where and how we can play our role, individually and collectively, in enhancing the quality of Montrealers' living environments.

The Montréal 2030 Agenda for Quality and Exemplarity in Design and Architecture

In 2019, the City adopted the Montréal 2030 Agenda for Quality and Exemplarity in Design and Architecture. This guidance and engagement document is a position statement by the City of Montréal in favour of quality as a lever for achieving its ecological and social transition objectives.

The Agenda states that the key to improving quality in design and architecture is to build increased and sustained awareness on the part of members of the public, stakeholders and decision-makers of the importance and the benefits of quality design and architecture (ref.: Area 3 of the Agenda – “Awareness-raising and training of stakeholders in the shift to Design Quality processes”).

The Quality Toolkit's objectives

One year after the Agenda was adopted, the City issued the call for proposals Developing a Stronger Design Culture, Together, aimed at creating awareness, training and support tools to guide Montrealers in implementing the principles of quality, sustainability and resilience in design and architecture. That initiative, put forward with the financial support of the Government of Québec and the City of Montréal via the Agreement on the Cultural Development of Montréal, provided support for organizations and businesses in creating the first tools of the Quality Toolkit. The Toolkit is scalable; its content will be continually expanded.

The Quality Toolkit

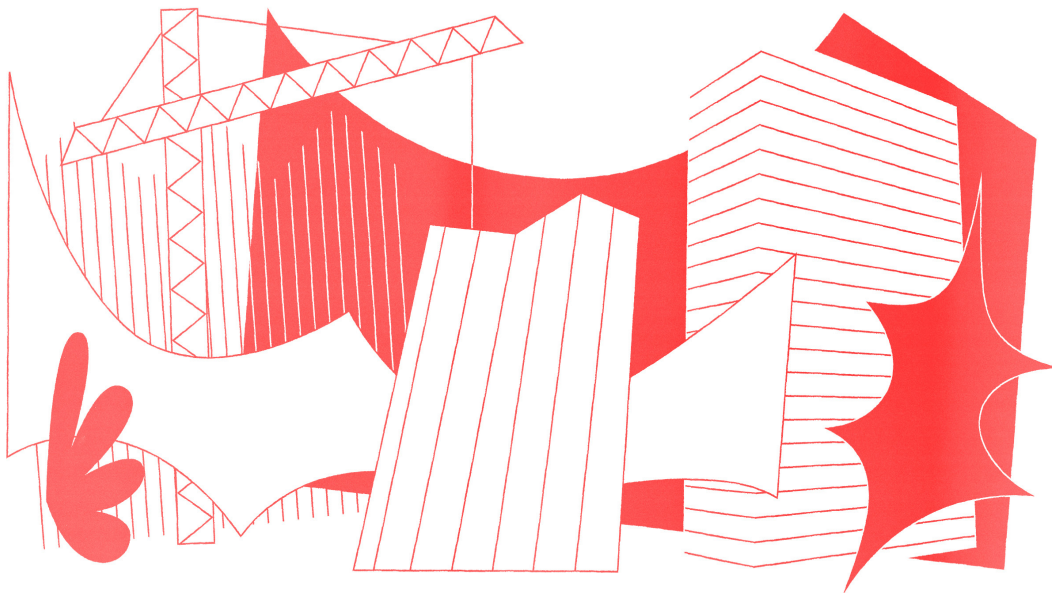
When and How to Use It?

When to use the Quality Toolkit?

The Quality Toolkit is useful in the earliest stages of a project, when drafting the vision statement and program (Section 1 – Quality Vision), and then at each stage in the completion of the project so as to define the strategies and measures to be deployed in achieving the quality objectives established (Section 2 – Quality Operation).

How to use the Quality Toolkit?

A total of 12 concepts laid out in the Agenda are documented in the Quality Toolkit. These concepts frame the scope of possible ways to act in favour of quality in design and architecture. It is then up to each stakeholder to determine, individually or as part of a team, where and how a particular project can be exemplary and generate benefits for the community in which it is implemented. The tools provided in the Quality Toolkit are designed to support that decision-making process.



The Quality Toolkit

Which Concepts It Explores?

The Quality Toolkit concepts are divided into two sections:

Section 1 - Quality Vision

This first section documents six dimensions of quality and provides guidelines for establishing quality opportunities and objectives specific to a project. The question that this section asks is:

"Considering all these dimensions of quality, where would taking action be most effective and what are our objectives?"

The six dimensions are:

- Resilience to crises and changes;
- Environmental responsibility;
- Cultural attractiveness;
- Economic efficiency;
- Diversity, equity and inclusion;
- Health and wellness.

Section 2 - Quality Operation

The second section documents six strategies that are conducive to achieving the quality objectives established and provides guidelines for determining meaningful measures to implement at each stage of the project. The question that this section asks is:

"Considering all these strategies, which ones could be leveraged to achieve our quality objectives, and what measures would it be possible for us to implement at various stages of the project?"

The six strategies are:

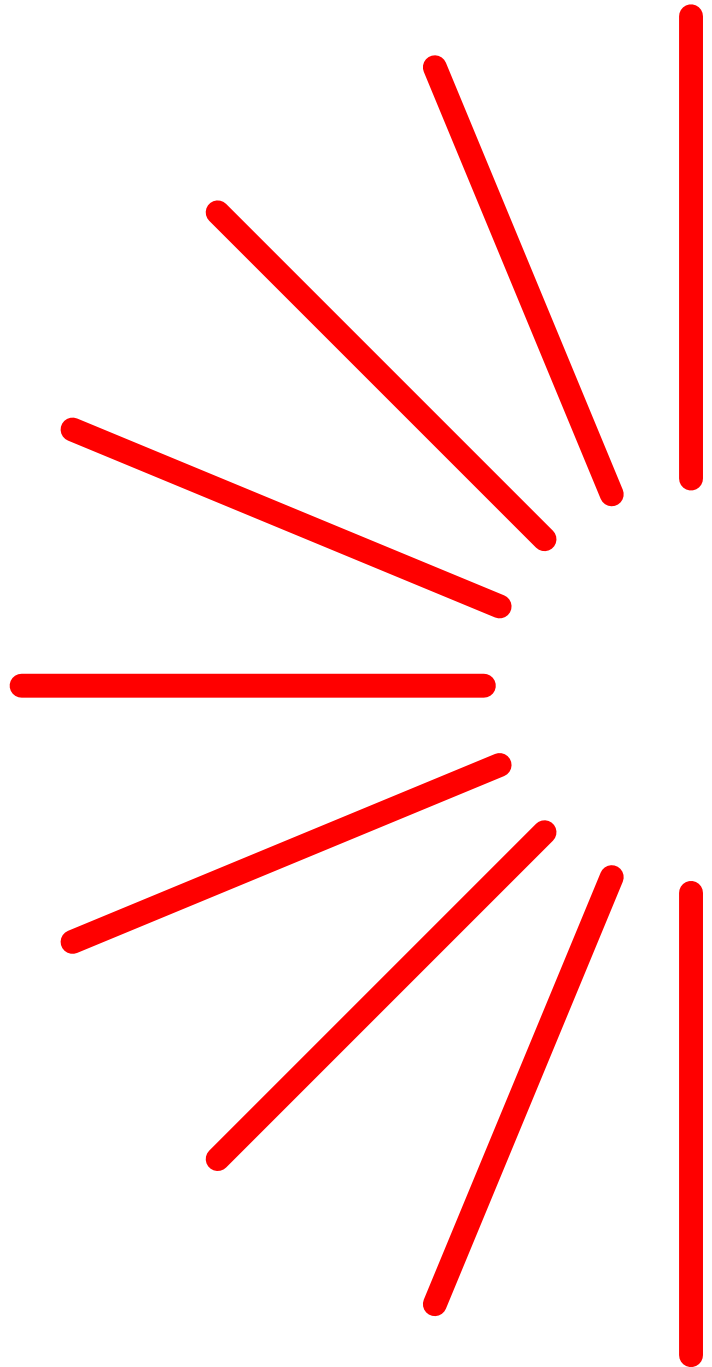
- Engage;
- Communicate;
- Envision;
- Entrust;
- Reframe;
- Sustain.

The Quality Toolkit

Which Tools It Offers?

The Quality Toolkit contains the following primary tools:

- **The Compass:** the Compass is a unifying tool enabling teams to define a common vision of quality in design and architecture and determine what measures to implement to achieve that quality.
- **Backgrounders:** themed backgrounders expand on the concepts outlined in the Quality Toolkit and provide guidance for their application.
- **Videos:** the videos highlight local projects that illustrate various facets of quality in design and architecture.
- **Publications:** the publications are reference documents cataloguing exemplary practices in design and architecture and explaining how they can be applied in various contexts.
- **Outside links:** these links point to relevant documentation available outside the designmontreal.ca site.



Scenarios Exploring Various Ways of Using the Quality Toolkit, Depending on the Target Audience

A **manager** uses the Compass to define the vision statement and quality implementation plan for a project (e.g., a planned municipal park).

The first Compass exercise (Quality Vision) allows them to establish, jointly with their team:

- Three priority quality dimensions (e.g., environmental responsibility; health and wellness; cultural attraction);
- Four quality objectives to be achieved (e.g., be exemplary on carbon neutrality; protect vulnerable populations during heat waves; provide a safe rest and relaxation experience that adheres to principles of universal design; be the gateway to the borough and celebrate the diversity of local population groups).

The second Compass exercise (Quality Operation) is used to define:

- Four implementation strategies (e.g., engage, envision, reframe, sustain);
- Five measures to implement at the various stages of the project (e.g., during the project planning stage, explore and compare various program scenarios by organizing an urban design workshop; consult a wider audience on the scenarios developed to guide drafting of the program; bring in experts

to ensure the carbon neutrality objective is targeted starting from the initial design stages; implement an integrated design process so as to optimize the project's environmental performance during the various design stages; apply an environmental performance tracking protocol over five years of use, as a learning tool).

The team can go back to the Quality Toolkit at any time to consult the documentation provided on one or another of the objectives (e.g., the objectives of Montréal's 2020–2030 Climate Plan) or on the measures chosen (e.g., the Guide to implementing an urban design workshop; examples of public consultation tools).

Scenarios Exploring Various Ways of Using the Quality Toolkit, Depending on the Target Audience (cont.)

A **lead designer** uses Backgrounder 1 – Quality is Not Just a Luxury as a way of raising their client's awareness of the importance of investing in quality design and architecture and the potential for determining outcomes that benefit everyone (including financial benefits for the client). Depending on how open the client is, the professional and client can refer to the concepts in the Quality Toolkit to agree on one or more of the quality objectives outlined in the first section, Quality Vision, for the project to focus on to devise innovative solutions (e.g., sourcing new, greener insulation; deconstructing and reusing materials). Based on the nature of the objectives, the professional can then draw inspiration from the strategies and measures outlined in the second section, Quality Operation, to submit a custom working plan to the client (e.g., extension

of the justification period so that more in-depth preliminary studies can be carried out; a value engineering process to optimize the costs and benefits of innovation; recurrent retrospective review sessions to document lessons learned and solutions proposed; issuing of a media kit highlighting a vision of private development with a commitment to quality).

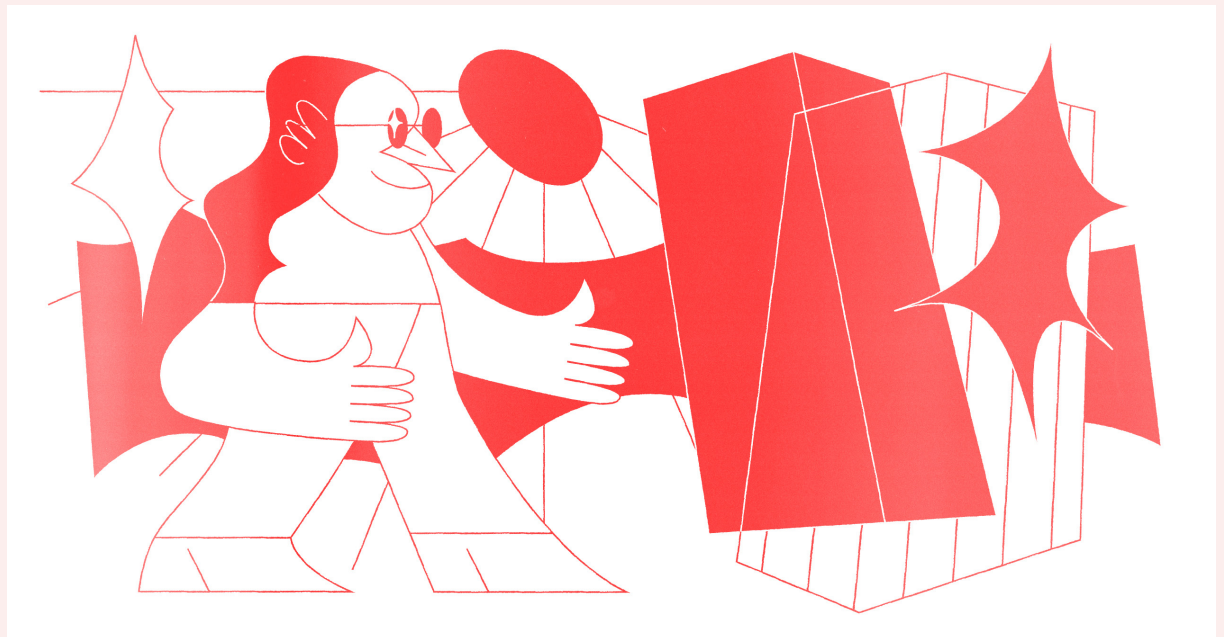
To support their awareness and engagement efforts with the client, the professional can provide video case studies presenting innovative approaches to challenges similar to those of the current project and explaining the added value achieved with a quality process.

Scenarios Exploring Various Ways of Using the Quality Toolkit, Depending on the Target Audience (cont.)

A promoter refers to Backgrounder – Tools for Evaluating Quality to initiate an assessment/appreciation process for their recent projects and better prepare their next investment plan.

Another promoter refers to the second section, Quality Operation, for a large-scale project in a residential neighbourhood that is home to vulnerable groups and requires a sensitive development approach along with establishment of a community-based business model involving alternative sources of financing.

A third promoter uses the publications to better understand the City's expectations with regard to quality in design and architecture (e.g., Handbook of Best Practices for the Design and Architectural Quality of Montréal's Industrial Sites). They draw inspiration from a set of best practices applicable to their project and apply them in preparing their request to the borough for a preliminary study.



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