



mai 2009

## **ICOM Canada**

### **Bulletin électronique**

#### **Un mot de la présidente**

J'ai le plaisir de vous envoyer ce bulletin pour vous informer des activités récentes d'ICOM Canada.

Sylvie Morel  
Présidente  
ICOM Canada

#### **Plan stratégique et plans d'action**

À la suite de l'approbation du plan stratégique pour ICOM Canada, les membres du conseil ont préparé un plan d'action lié à chaque stratégie. Ce plan d'action est joint à ce bulletin. Chaque membre du conseil s'est chargé de la responsabilité de quelques actions à court et à moyen terme. Si des membres d'ICOM Canada sont intéressés à s'impliquer dans ces activités, veuillez nous faire signe – nous sommes tous des bénévoles et nous apprécions votre aide.

Nous nous excusons que le document soit seulement en anglais – c'est un document de travail.

#### **Session d'ICOM Canada à l'AMC, à Toronto**

ICOM Canada a reçu le 27 mars Craig Richards, conservateur de la photographie au Whyte Museum of the Canadian Rockies, Tim Willis, Directeur des expositions et de l'expérience des visiteurs au Royal British Columbia Museum, et Nicolas Gauvin, Directeur des expositions itinérantes, de la planification des expositions et des partenariats au Musée canadien des civilisations pour présenter leurs points de vue sur la collaboration internationale

Nous étions aussi très reconnaissants d'avoir été accueillis au Centre Harbourfront et aux York Quay Galleries pour une visite guidée et une réception. La soirée a été fort agréable – de l'art, des métiers d'art, de la bonne bouffe et des conversations intéressantes. Un gros merci aux employés du Centre Harbourfront et du York Quay Galleries pour cette soirée.

## **Assemblée générale annuelle**

L'Assemblée générale annuelle d'ICOM Canada s'est aussi tenue à Toronto le 27 mars.

La présidente d'ICOM Canada a informé les membres présents des activités de l'année passée. La trésorière a soumis un état financier qui a été approuvé. Les statuts révisés (encore une fois) ont été présentés et approuvés ainsi que les Lettres patentes révisées. Deux nouveaux membres ont été élus au conseil d'administration : Mary Bradshaw (Yukon) et Gerry Osmond (Terre-Neuve). Nous sommes heureux de les compter parmi nous. George Harris a été réélu au conseil et Sylvie Morel a été réélue présidente.

## **Prix ICOM Canada**

Le Prix du rayonnement international d'ICOM Canada 2008 a été décerné à Carol Mayer pour sa contribution exceptionnelle à l'avancement et au soutien de la muséologie dans le monde. En tant que professionnelle, chercheur, écrivain, professeur, mentor et bénévole, elle a joué un grand rôle pour situer la théorie et la pratique de la muséologie canadienne au plan international. Elle a aussi fait des contributions importantes à la muséologie internationale.

Félicitations Carol!

Je profite de l'occasion pour vous inviter à soumettre des candidatures pour le prix de cette année.

## **Activités d'ICOM Canada à venir**

L'Assemblée générale et la réunion du comité aviseur 2009 d'ICOM se tiendront à Paris du 8 au 11 juin.

## **Membres du conseil d'administration**

Actuellement, le conseil d'administration comprend les membres suivants :

Sylvie Morel, présidente (Oxford Mills (Ontario) [sylvie.morel@rogers.com](mailto:sylvie.morel@rogers.com))

Michale Lang, vice-présidente (Whyte Gallery, Banff (Alberta) [mlang@whyte.org](mailto:mlang@whyte.org))

Manon Blanchette, trésorière (Société des directeurs de musées montréalais, Montréal (Québec) [mblanchette@museesmontreal.org](mailto:mblanchette@museesmontreal.org))

Mary Bradshaw (Yukon Art Centre Public Art Gallery, Whitehorse (Yukon) [gallerydirector@yac.ca](mailto:gallerydirector@yac.ca))

George Harris (Two Rivers Gallery, Prince George, (Colombie-Britannique) [george@tworiversartgallery.com](mailto:george@tworiversartgallery.com))

Shirley Madill (Rodman Hall Arts Centre, St. Catharine's (Ontario) [smadill@brocku.ca](mailto:smadill@brocku.ca))

Lisa Making (Royal Tyrrell Museum, Drumheller (Alberta) [lisa.making@gov.ab.ca](mailto:lisa.making@gov.ab.ca))

Gerry Osmond (Provincial Historic Sites, Department of Culture, St. John's (Terre-Neuve) [gerryosmond@hotmail.com](mailto:gerryosmond@hotmail.com))

Katy Tari (Orange-Kiwi, Montréal (Québec) [katy@orange-kiwi.com](mailto:katy@orange-kiwi.com))

### **Conférences au Canada**

(Note: si vous avez des informations concernant des événements reliés à ICOM qui se tiennent au Canada, veuillez nous en informer.)

La conférence du Comité international pour la sécurité dans les musées (ICMS) se tiendra à Québec les 14-18 septembre 2009 (<http://icms.boom.ru/quebec2009.html>).

### **La journée internationale des musées**

N'oubliez pas de célébrer la Journée internationale des musées le 18 mai. Le thème de cette année est Les musées et le tourisme.

Je porte votre attention aux activités internationales d'un petit musée d'histoire vivante en Ontario. (voir leur communiqué ci-joint).



**ICOM CANADA  
STRATEGIC PLANNING 2009-2011  
ACTION PLANS**

**Objective 1: Make ICOM Canada more vital in the professional life of members**

**Strategy 1.1: Increase the diversity of members**

<b>ACTION</b>	<b>TIMELINE</b>
<b>Strengthen ICOM Canada's relationship with other related associations and organizations (e.g. Conference and presence at Provincial museum association conferences)</b>	
Obtain and review ICOM membership information to get a reading on membership make-up and involvement in international committees.	Short term
Research listing of all conferences and activities in museums across Canada and abroad and determine the most significant ones we may participate in by attendance or active participation as presenters	Medium term
<b>Link with Provincial associations</b>	
Piggyback on mailings of provincial associations to invite their members to join.	Ongoing
Board members or their designates to offer presentations about ICOM and/or at least provide a visible representation at provincial conferences.	Short term
Partner with other organizations to have a presence at trade shows (e.g. provincial museum association conferences and CMA) to provide basic information about ICOM membership. Set up a membership recruitment stand at events held at conferences and professional meetings.	Medium term
<b>Develop closer ties with universities to promote ICOM Canada membership to Museology/Museum Studies programs and other museum-related programs (conservation, etc.).</b>	
Identify museology and other programs	Short term
Piggyback on mailings of Museum Studies programs to students	Medium term
Offer lectures by board members to Museum Studies program classes	Long term
<b>Other initiatives</b>	
Develop a marketing strategy for each category of membership	Short - Medium term

**Strategy 1.2: Increase the investment of members in ICOM Canada**

<b>ACTION</b>	<b>TIMELINE</b>
<b>Encourage institutional memberships and institutional buy-in</b>	
Produce and circulate a flyer that articulates the benefits of ICOM Membership to members of the museum community	Short term
Work with museums to encourage them to have their staff join through ICOM	Short term

Canada President's letter	
Enhance the visibility of institutional members by including their logos on our website and on conference materials.	Medium term
Identify non-member institutions and investigate (at least among a representative cross-section) reasons for not joining <ul style="list-style-type: none"> <li>Each board member can approach four non-member institutions in their region. Sensible to start with largest museums and in time address smaller institutions.</li> </ul>	Short term
Renew commitment of Canadian museums to ICOM including non-member institutions if possible by: <ul style="list-style-type: none"> <li>Producing flyer to aid museums in training staff how to recognise an ICOM card</li> <li>Encouraging member institutions to honour benefits through ICOM Canada President's letter</li> </ul>	Short term Short term
<b>Enhance the visibility of ICOM nationally</b>	
Investigate ICOM stickers for member institutions (check if Paris has some)	Short term
Investigate lapel pins for individual members	Short term
<b>Enhance the value of ICOM membership</b>	
In flyer, remind people that a their membership is tax deductible	Short term
Consider new strategies to facilitate networking and engagement within our museum community. These might include: <ul style="list-style-type: none"> <li>a web-based discussion board available to ICOM Canada members to facilitate communication and problem solving among ICOM colleagues</li> <li>a National or even international mentoring program</li> <li>promote access and engagement with ICOM committees</li> </ul>	Long term
Develop a list of recommended readings on museology and related trends.	Medium term
Post the text of ICOM conference presentations on the Web.	Short term
Establish a grants program using the ICOM '92 funds to support young professionals (e.g. travel grants).	Medium term
<b>Review the awards program</b>	
Seek feedback about the program and create awareness by polling current ICOM (Canada) members via email or use of SURVEYMONKEY tool.	Short term
Contact award recipients and panel members	Short term
Convene review team to consider feedback and to propose any changes or recommendations to ICOM board	Long term
Relaunch the updated program	Long term
Recognise previous award winners on web-site	Short term
Recognise future award winners in media	Medium term
<b>Other initiatives</b>	
Hold annual ICOM Canada event at CMA or other conferences to, regularly communicate with members	Short term
Develop reciprocity agreements with our neighbours, the Americans.	Short term

### **Strategy 1. 3: Develop a new program that facilitates professional development**

<b>ACTION</b>	<b>TIMELINE</b>
---------------	-----------------

<p><b>Aim:</b> Create a mentorship program for young and mid-career museum professionals. (This would all be on-line; promotion of the program can be done through the ICOM Canada website, e-bulletins and other partnering museum associations.)</p>	
<p><b>Establish a recruitment plan using ICOM Canada membership.</b></p>	
Seek out high-level museum professionals to volunteer their time to mentor young professionals.	Long term
Encourage young professionals to become members of ICOM Canada and participate in this program.	Long term
Create a database of mentors and mentees from a variety of museum backgrounds.	Long term
Develop an orientation for mentors and mentees that includes: <ul style="list-style-type: none"> <li>• program overview</li> <li>• description of eligibility, screen process, suitability requirements.</li> <li>• level of commitment expected</li> <li>• expectations and restrictions</li> <li>• outline of benefits and rewards</li> <li>• summary of policies</li> </ul>	Long term
Establish eligibility screening for both mentors and mentees that includes: <ul style="list-style-type: none"> <li>• application process and review</li> <li>• suitability criteria: personality profile; skills identified; level of education; career interests; motivation for participation</li> </ul>	Long term
Create a training curriculum for mentors and mentees that includes: <ul style="list-style-type: none"> <li>• information on mentoring and an outline of expectations</li> <li>• do's and don'ts of relationship management</li> <li>• guidelines for participants on how to get the most out of a mentoring relationship</li> <li>• confidentiality and liability information.</li> <li>• problem solving resources</li> <li>• communication skills development</li> </ul>	Long term
Establish a matching strategy that includes: <ul style="list-style-type: none"> <li>• appropriate criteria for matches, including: skills identification, career interest, motivation for participation, life experience</li> <li>• signed statement of understanding that both parties agree to the conditions of the mentoring relationship</li> </ul>	Long term
Monitoring process that includes: <ul style="list-style-type: none"> <li>• consistent, scheduled meetings with mentors and mentees</li> <li>• a tracking system for ongoing assessment</li> <li>• input from participants</li> <li>• a grievance management system</li> </ul>	Long term
Develop a support, recognition and retention component <ul style="list-style-type: none"> <li>• formal kick-off of project</li> <li>• ongoing peer support groups for mentors and mentees</li> <li>• relevant issue discussion and information dissemination</li> <li>• annual recognition and appreciation</li> </ul>	Long term
Using the ICOM Canada website develop an online resource on mentorship for use by both mentors and mentees.	Long term

### **Strategy 1.4: Improve communications**

<b>ACTION</b>	<b>TIMELINE</b>
<b>Improve the ICOM Canada web site</b>	
As a minimum, implement changes identified during last year review.	Short term
Using grant funding, revise ICOM Canada websites so that it is easier to manage and update	Short term
Explore Web 2.0	Medium term
<b>Send 4 e-bulletins annually</b>	
One e-bulletin should be sent before the ICOM annual meeting, that includes AGM material and information about the ICOM Canada session. One e-bulletin should be sent after the ICOM annual meeting, that gives information about the outcomes of the meeting. Two e-bulletins could be sent anytime in between depending on the needs.	Short term
Train volunteer to do e-newsletter	Long term
<b>Promote the benefits of ICOM and ICOM Canada (grants, international network, etc)</b>	
Add ICOM grants to the list of benefits on the ICOM Canada website, as well as ICOM Canada grants once a grant programme is established.	Short term
<b>Clarify membership application form, categories</b>	
Collaborate closely with ICOM to develop the membership application section of the ICOM website.	Short term
Make sure that ICOM membership categories and associated benefits are well defined and clear to all involved (ICOM Secretariat, National Committees and members).	Short term

### **Strategy 1.5: Improve networking with international committees and other associations**

<b>ACTION</b>	<b>TIMELINE</b>
Identify and list all the international associations and committees that we are connected to and research others that we are not currently connected • e.g. CMA, ICCROM, IKT, International Cultural Organizations, etc.	Short term
Promote international committee meetings taking place in Canada through existing communications channels	Short term
Identify ways to or improve our connection with ICOM international headquarters and their various committees particularly within the museum exchange and collaboration network	Short term
Develop an email contact list of memberships in CMA, ICOM, IKT, and other national and international organizations. This may take time but well worthwhile. A volunteer or paid student may help.	Long term
Produce an e-newsletter that can be sent to the organizations for communication that would increase our network communication	Long term
Be pro-active in identifying issues to address through the internet – blog - newsletter and engage international associates in the discussion	Medium term
Provide more active presence in ICOM International meetings (could consider	Short term

funding this from ICOM Canada budget)	
All ICOM Canada Board members to be members or on the boards of International Committees	Ongoing
Send out special form asking members what international committee they belong to <ul style="list-style-type: none"> <li>• conduct research to find the best way to do this.</li> </ul>	Short term
Investigate hosting of 2016 ICOM Triennial in Montreal	

## **Objective 2: Ensure financial stability and sustainability of ICOM Canada**

### **Strategy 2.1: Increase revenues**

<b>ACTION</b>	<b>TIMELINE</b>
<b>Fund Development</b>	
Using funding we have in place, hire a contractor to file grant applications in order to fund projects.	Medium term
Develop a three-year funding plan that includes public and private sector income forecasts.	Medium term
Consider the possibility of obtaining funding for a secretariat with a skeletal staff headed up by a general manager.	Medium term
Explore the possibility of providing for an operating budget.	Short term
When changes are made, take advantage of the opportunity to introduce slight fee increases.	Ongoing
Develop sponsorship plans <ul style="list-style-type: none"> <li>• Print-based</li> <li>• Web-based</li> </ul>	Medium term
Investigate the possibility of a relationship with United Way to encourage contributors to specify ICOM as their designated contribution recipient.	Long term
Increase revenues: Explore MAP funding for workshops, etc.	Medium term
<b>Increase funds coming from Membership</b>	
Investigate “incentives” to increase membership – survey monkey	Short term
Get members to act as multipliers by establishing a ‘bring a friend program’	Short term
Print “ <i>Bring a friend</i> ” flyers.	Short term
Investigate options to foster member loyalty by rewarding long-time members through our awards program	Short term
Print flyers with reply cards listing ICOM donation options	Medium term
<b>Organize fund-raising activities by region</b>	
Collect promotional items that museums give away and sell them to fund the organization.	Long term
Foster museum cooperation in donating part of the proceeds to ICOM.	Long term
Promote the theme of sustainable development in museology through a conference session at CMA.	Medium term

### **Strategy 2.2: Develop a communications and marketing plan**



<b>ACTION</b>	<b>TIMELINE</b>
Analyse current situation External environment (see overall strategic plan) <ul style="list-style-type: none"> <li>• Opportunities</li> <li>• Threats</li> </ul> Internal environment <ul style="list-style-type: none"> <li>• Strengths</li> <li>• Weaknesses</li> </ul>	Short term
Define primary and secondary audiences	Short term
<b>Ensure that ICOM-Canada occupies more and more of the Canadian museum realm; it must be more present in the museum community.</b>	
Position ICOM-Canada as a promoter of international relations by developing a Slogan or message	Medium term
Develop the listserve in terms of fine segmentation of clientele	Medium term
Produce and distribute an Annual report	Short term
Increase visibility through articles and interviews covering star members or exemplary activities	Medium term
<b>Develop a profile-raising promotional campaign to ensure greater visibility</b>	
Involve museums across Canada through a cross-Canada tour	Long term
Develop a campaign for the Web	Long term
Establish an ICOM Year. Promote/advocate Museum Day	Long term
Develop a management agreement with a bank to facilitate the membership application process.	Medium term

### **Strategy 2.3: Find new human resources**

<b>ACTION</b>	<b>TIMELINE</b>
Identify needs: <ul style="list-style-type: none"> <li>• What do we need?</li> <li>• Can it be performed by volunteers?</li> <li>• Is there a need for staff?</li> <li>• What is reporting relationship</li> <li>• What can we afford?</li> <li>• What is status of staff (contract? How long?)</li> </ul>	Short-term
Identify possible sources to find volunteers; some possibilities include: <ul style="list-style-type: none"> <li>• Museums?</li> <li>• Museum studies programs? Membership?</li> </ul>	Short-term
Write job description for staff and/or volunteer(s) needed	Medium term
Prepare a call letter for volunteer(s) and send out	Medium term
Post job poster for staff	Medium term
Receive responses and select volunteer(s) and staff	Medium term
Train volunteer(s) and staff	Long term
Have volunteer(s) or staff start	Long term
Supervise	Long term
Evaluate (need and people) after 6 months.	Long term

### **Strategy 2.4: Consult with CMA about our current agreement**

<b>ACTION</b>	<b>TIMELINE</b>
Review current agreement	Short term
Discuss what we would like to change, add and what we are prepared to provide in exchange	Short term
Set up meeting with John McAvity to get CMA perspective	Short term
Draft a new agreement	Short term
Review by board	Short term
Send draft agreement to CMA	Short term
Finalize agreement	Short term
Signature of new agreement between ICOM Canada and CMA	Short term
Evaluate	Medium term

### **Strategy 2.5: Explore new partnerships**

<b>ACTION</b>	<b>TIMELINE</b>
Work with IdéeClic develop proposal for ICOM-Canada website development	Oct 1 2008
Consult with ICOM 'Executive' Robert Spickler, Nancy Hushion on possible partnerships	Short term
List and seek participation in ICOM Committees Activities taking place in Canada <ul style="list-style-type: none"><li>• AVICOM Oct 2008</li><li>• International Committee for Museums Security ICOM-ICMS – Oct 2009</li></ul> Use e-bulletin for this and contact the Canadian reps	Short term
Organize special reception during the CMA conference	May 2010
Get planning information on ICOM Triennial 2010 (To use as a marketing tool)	Short term

**Short-term = 1 year**

**Medium-term = 1 – 3 years**

**Long-term = 3 - 5 years**